



Proposed Municipal Services Review
and Sphere of Influence Study
South County Fire Protection Districts

September 2013

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Shasta LAFCO
Municipal Services Review
South County Fire Protection Districts

September 2013

EXECUTIVE SUMMARY

Statutes enacted in 2000 established requirements for when and how a Local Agency Formation Commission is to conduct municipal services reviews (MSRs) in its county. The MSR serves as the basis for the accompanying sphere of influence determinations and the background information that will be utilized when considering future government reorganizations. This service review includes a summary and analysis of four fire protection districts in the south county, along with subsequent updates to their spheres of influence.

Because of the interagency network that exists within the fire protection community, and the need for “comprehensive” reviews within affected geographic areas for each service type, Shasta LAFCO believes there is value in a multiple agency MSR approach. In this particular study, the geographical proximity and the interagency connection via automatic aid agreements made these districts. It should be noted that while County CSA #1 (Countywide Fire) was consulted during the drafting and review of this document, the services of the CSA are not considered in this MSR/SOI study. The CSA is reviewed in the County MSR.

This MSR and LAFCO’s adoption of subsequent resolutions making sphere of influence determinations are statutorily exempt from the California Environmental Quality Act [Class 6, §15061(b)(3)]. In undertaking this service review and making sphere of influence determinations, LAFCO considered its responsibilities under federal and state civil rights and environmental justice laws. The activities are covered by the general rule that CEQA applies only to projects which have the potential for causing a significant effect on the environment. Where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment, the activity is not subject to CEQA. The MSR and sphere of influence updates have no possibility for causing a significant effect on the environment.

BACKGROUND AND LEGISLATIVE INTENT

One of the Shasta Local Agency Formation Commission’s (LAFCO’s) primary responsibilities is developing and determining a sphere of influence for each city and special district in Shasta County. Spheres of influence define the probable future geographic boundaries and service area in order to plan and shape the “logical and orderly development and coordination of local government agencies” (California Government Code §56425).

Legislative amendments approved in 2001 to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (AB 2838) require that each LAFCO conduct sphere of influence reviews every five years or as the Commissions having jurisdiction determine this to be needed, for each city and special district within their jurisdiction. These same statutes enacted upon AB

2838 approval require that the Commission conduct a municipal service review (MSR) before, or in conjunction with, considering an action to establish or modify a sphere of influence.

Municipal Service Reviews involve a LAFCO review of each member agency's services and the Commissions making of related written determinations regarding the affected city or special district's infrastructure, organizational structure, and cost-effectiveness. Specifically, the Commission is required to adopt written determinations (Government Code §56430) regarding the following six topics:

1. Growth and population projections for the affected area.
2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.
3. Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status of, and opportunities for, shared facilities.
6. Accountability for community service needs, including governmental structure and operational efficiencies.
7. Any other matter related to effective or efficient service delivery, as required by commission policy.

ANDERSON FIRE PROTECTION DISTRICT MSR

AREA BACKGROUND

Anderson is located in southern Shasta County along the Sacramento River. It is situated just north of Cottonwood and ten miles south of Redding. It is characterized by river valley landscape which rises in the west into rolling foothills. The land is former agricultural acreage that has been zoned to residential, commercial and industrial uses since the arrival of the railroad in 1872.

The area is sprinkled with large oak trees, including valley, blue, and live oak varieties. The Sacramento River and Anderson Creek traverse the area, along with several other streams and man-made canals. These waterways have created delightful riparian corridors which support a wide assortment of plants and animal communities. The climate of the area is characterized by the cool wet winters and hot dry summers of Northern California. The majority of rainfall is received between December and March.

AGENCY BACKGROUND

In 1887, a fire erupted on the east side of Anderson. With no established fire department, the flames quickly spread to nearby buildings. A citizen's bucket brigade managed to stop the fire, but not before the majority of the town was destroyed. On October 12, 1889, twelve of Anderson's early residents met for the purpose of establishing the first fire company which was called Anderson Hose Company No. 1. The original fire department boundaries included the area between North, South, East and West Streets.

On July 10, 1909, the Shasta County Board of Supervisors appointed the first Board of Fire Commissioners for the town of Anderson and the name was changed to Anderson Fire Protection District. Buckets, ropes, ladders and a hose cart were the main firefighting equipment until a 1924 Dodge chemical truck was procured. In 1941, at the beginning of World War II, the District was able to purchase a 1941 Ford Van Pelt known as Engine 1. After the war ended, a 1946 Van Pelt known as Engine 2 was purchased. The District still stores both of those engines in the original station at the corner of East Center Street and Ferry Road and continues to use them in parades.

In 1959, the Anderson Fire Protection District moved to its present quarters next door to City Hall at 1925 Howard Street, a building that was originally shared with the County. The Department also acquired its first paid personnel in 1959. There were initially three personnel and by 1970 staff was increased to six. In 1999, the District was able to buy the County's share of the building and remodeled the space according to own their needs.

In 2008, the original fire station on East Center was remodeled and given an address of 2964 East Center Street. Today, this building is referred to as the Historical Fire House #1 and both Engine 1 and Engine 2 are on display inside. In 2011, John Fulton, donated a very large antique toy fire truck collection to the Anderson Volunteer Firefighters. That collection is currently is being displayed at Historical Fire House #1.

The Anderson Fire Protection District provides comprehensive fire and emergency response services to the City of Anderson and to unincorporated areas within the district. The present fire district encompasses all of the City of Anderson (incorporated 1956), and extends north of the City limits as far as the Verde Vale Subdivision, which is an overall area of approximately 7½ square miles. The mission statement of the District is, *'to provide the highest level of fire protection service and basic emergency medical and rescue service as possible, to all the community citizens and visitors. These services include extinguishment of hostile fires, protection from the threat of fires, assisting the public and other emergency responding agencies in medical emergencies, hazardous material release, and disasters through incident mitigation, planning, prevention, education, and community service.'*

The District operates in cooperation with other fire agencies in the South County region under automatic aid agreements to provide services to Shasta County residents and visitors. Dispatching is provided through the E-911 system by SHASCOM and the SCFD/CDF Emergency Command Center in Redding.

INFRASTRUCTURE, FACILITIES AND SERVICES

According to City of Anderson sources, approximately 12,600 people reside within Anderson Fire Protection District borders. Service needs are currently forecast as growth and development occurs. There is a concern that the increased service demand caused by new and accelerated growth will exceed their ability to provide services over time. An Impact Fee was adopted in 2003 in an attempt to mitigate these potential service delivery issues. Currently, there are no variances in service levels other than response times, which obviously fluctuate due to location.

Due to the size of the area served and the distance to service areas, the current headquarters are not adequate. There is a clear need for a fire station on the east side of the district. Property purchased during the 1960's at the corner of North Street and Ravenwood Lane is the intended location for the new station. In 2002, during the preliminary planning for the construction of a station at that location, it was determined that the lot was not wide enough to construct the facility. Subsequently, an additional 60 feet was purchased from the adjacent property owner ultimately making the lot 160 feet by 300 feet. It is estimated that construction costs could reach as much as \$1.6 million. Of the adopted impact fees, in excess of \$500,000 has been placed in a capital improvement fund to eventually build this facility. An additional \$80,000 has been earmarked to buy a new ladder truck which will be housed inside the facility.

Currently the District has one fire station located at 1925 Howard Street. This station houses four type 1 engines, two type 3 engines, one type 1 water tender, breathing support, a Decon Hazmat Trailer and three utility command vehicles. All of the units are equipped with full standard complement equipment such as nozzles, hoses and adapters.

Fire protection equipment and medical apparatus are kept at the fire station. A complete inventory of existing apparatus, equipment and valuation is included in the appendices of this document. Front line equipment is monitored daily and the offline equipment, or second out units, is monitored weekly.

The Anderson Fire Protection District has responded to approximately 2,281 calls during 2012. Of those calls 1567 were medical, 139 were structure or vegetation fires, 38 were false alarms, 34 were mutual aid and 193 were automatic aid. The District currently is able to respond to any area within their boundaries in a timely manner and is also able to arrive prior to other neighboring agencies. The District has a working relationship and mutual aid agreement with Cottonwood Fire Protection District, CalFire and Shasta County Fire. Copies of both agreements are included in the appendices of this document.

The District currently responds to all structure fires within the Cottonwood Fire Protection District based on an automatic aid agreement which includes the Interstate 5 (I-5) corridor. The Anderson Fire Protection District is generally able to respond to the southbound side of I-5 prior to the Cottonwood Fire Protection District. The Cottonwood Fire Protection District is generally able to respond to the North bound side of I-5 prior to the Anderson Fire Protection District. Having a good working relationship with Cottonwood Fire Protection District ensures that an undue response time does not occur with incidents on the I-5 corridor. The current average response times are approximately 3-5 minutes from receipt of an alarm at the station. The District currently responds to all structure fires within a noted geographical area of Shasta County based upon an automatic aid agreement. The geographical area is defined in the attached agreement.

Throughout a majority of the City of Anderson there is a grid water line system with fire hydrants which is maintained by the City. In the Verde Vale area there is an older private water system with fire hydrants known as the Verde Vale Water District. A small portion of the district is located outside the city limits and there is currently no water system in that area.

One of the standards used for planning fire facilities is a rating provided by the Insurance Services Organization (ISO). The insurance industry uses ISO ratings to assist in determining insurance premiums for building owners. The ISO rating is based on travel distance (not travel time) to the nearest fire station, and other factors such as availability of water supply for fire protection. Currently the District has an ISO rating class of 5 within city limits, a 7 in Verde Vale and an 8 in the county area.

The following is a comparison of ISO existing ISO ratings for other fire districts within Shasta County, including for primary and more remote services areas for each:

Anderson Fire Protection District	5/8
Burney Fire Protection District	5/9
Castella Fire Protection District	9/10
Shasta Lake Fire Protection District	4/8
Cottonwood Fire Protection District	7
Fall River Mills Fire Protection District	6
Happy Valley Fire Protection District	6
McArthur Fire Protection District	6/7
Millville Fire Protection District	6/8

ADMINISTRATION, MANAGEMENT AND OPERATIONS

For the purposes of preparing a Municipal Services Review, information with respect to administrative, management and operational functions including employee categories and internal organization, agency policies, rules and regulations are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The Anderson Fire Protection District Board of Directors operates as the administrative and financial governing body of the district. The Fire Chief serves as the manager and chief administrator of the fire district. The Fire Chief also oversees fiscal operations, purchasing, community relations and human resources. The Battalion Chief assumes all duties of the fire chief in the Chief's absence and works closely with him in administrative, financial, personnel and interagency relationship functions.

At this time the Anderson Fire Protection District has nine paid full-time employees. Full-time positions include one fire chief, one battalion chief, three fire captains, three firefighters and one administrative secretary. The District is supported by fifteen to twenty active volunteer firefighters.

Annual audits, attorney needs and impact fee studies are contracted out to save the costs that would otherwise be associated with staff positions for those services. In late 2009, the deputy chief was promoted to fire chief and the position of deputy chief was eliminated. This shifting of duties allowed the District to hire three additional firefighters at mid-year in 2010, thus providing staffing 24 hours a day, seven days a week. The fire chief and battalion chief currently share duty coverage, thereby having a duty officer on at all times.

In 2010, the district hired three fulltime firefighters to work alongside the three fulltime captains. For the first time in Anderson history, the community is protected by two fulltime personnel 24 hours a day, 365 days a year. The battalion chief and the fire chief support the shift personnel by working ten hour days, four days a week. They stagger their days on in order to maintain 50 hours per week duty coverage from the station. All other duty coverage, including weekends, is conducted from their residences. The District hires part-time firefighters during fire season; which is typically lasts from mid-June through October.

Training for fire district personnel and volunteers consists of ethics (qualified employees), sexual harassment, SIDS, HAZ-MAT, extrication, medical first aid, CPR. Training is also provided for firefighting in structure, wild-land and automobiles. Each of the fire captains and firefighters has an MOU (Memorandum of Understanding) and each of the volunteers is provided with the by-laws set in place by the district. The district has adopted a Standard Operational Procedure Manual (SOP) that all personnel and volunteers adhere to. Volunteer firefighter requirements include attendance at trainings and meetings, medical certification and a Class B driver's license to drive and operate district apparatus.

The District is a member of the Shasta County Fire Chiefs Association, Shasta County Fire Prevention Association, Shasta County Training Officers Association, Shasta Arson Task Force Team and the SCHMART (HazMat) Team.

FISCAL

The Anderson Fire Protection District budget for the Fiscal Year 2012-2013 is \$2,079,843 and is included in the appendices. Most revenue is from property taxes, other governmental agencies and charges for current services, including impact fees. An Impact Fee was adopted in 2003 and is collected on all development within the district. It was updated in 2011. Collected fees for the Fiscal Year 2011-12 were \$14,856. Revenues will provide funding for the construction of and equipment for the new fire station.

The Board of Directors operates as a financial committee and approves all expenditures and financial policies. All monies are invested by the Shasta County Treasurer. The annual budget is drafted by the fire chief and recommendations are made to the board for approval. In addition, monthly financial statements are presented to the board for review, comment and approval.

The District currently has no policy for replacement of infrastructure. Although there is no policy currently in place, \$37,120 was spent to remove and install the front approach ramp from the Fiscal Year 2007-08 budget. During Fiscal Year 2008-09, \$40,941 came out of the general fund to reroof the station and replace older wooden bay doors with new aluminum doors. In Fiscal Year 2009-10, \$35,000 was utilized to assist the City of Anderson with replacing the rear parking lot, as well as standard maintenance of the station.

Capital equipment needs such as new fire engines and rescue equipment are typically paid out of the operating budget. Personnel, training, operating and maintenance needs are also paid out of the operating budget. Obviously due to the multitude of demands on the operating budget, sufficient revenue to purchase all needed capital equipment and facilities has been limited.

GOVERNANCE

The five-member board of directors operates as the governing body for the Anderson Fire Protection District. Since its inception, the Anderson Fire Protection District had been governed by a board of directors which was appointed by the Board of Supervisors and the Anderson City Council. In 2007, the voters passed a measure to have the Board of Directors of the Anderson Fire Protection District become elected to the positions rather than appointment by the Shasta County Board of Supervisors and by the Anderson City Council. In November 2009, the electorate of the district voted for five board members and those elected individuals were seated at a special board meeting held in December 2009. In 2010, the District once again made history by having the first fully elected fire board.

The terms of office are four-years and are staggered to promote continuity. Board members are required to live within district boundaries and if a board members moves from his or her permanent residence, his or her seat shall automatically become vacant upon the occurrence thereof. By-laws at this time do not provide compensation to be paid to the board members for meeting attendance.

Board meetings are held the second Tuesday of the month at 6:00 pm at the District Training Room (1925 Howard Street, Anderson). Agendas for board meetings are posted and available to the public 72 hours in advance. No public meetings have been cancelled in the last three years. There have been no reports of Brown Act violations in that time period.

REGIONAL CONTEXT/IMPACTS

At this time there is no district-level consideration of combining fire protection districts. Ongoing discussion regarding reorganization of fire service provision and the impacts of such a decision will continue over the coming months and possibly years.

Since the late 1970's, the boundaries and spheres of the City of Anderson and the Anderson Fire Protection District have remained fairly similar. For example, if the City of Anderson proposed an annexation, historically the Fire District proposed a concurrent change to its boundaries. Prior to the 2009 election the district at times appeared to be functioning more as a city department than as an independent special district, mainly because of concurrent boundary boundaries and because the Anderson City Council appointed the majority of the district board.

In 2008, the City of Anderson and the Anderson Fire Protection District conducted a study which was performed by Robert Olson Associates, Inc. called, "Analysis of Fire and Emergency Services Needs, Governance and Finance Options for The Anderson Fire Protection District and The City of Anderson." The study has been placed as an attachment to this Municipal Service Review.

WRITTEN DETERMINATIONS

The following seven determinations must be made by the Commission pursuant to Government Code Section 56430:

1. **Growth and Population Projections for the Affected Area:**
 - a. Approximately 12,600 people reside within Anderson Fire Protection District borders.
 - b. Growth projections are difficult to estimate and rely heavily upon an uncertain future recovery of the housing market. New growth within the district will at least be partially mitigated by the utilization and reliance on the adopted impact fee.
2. **Disadvantaged Unincorporated Communities:** There are no discernible disadvantaged unincorporated communities within or contiguous to the Anderson Fire Protection District's sphere of influence as measured by this district's ability to provide prompt and effective fire services.
3. **Present And Planned Capacity Of Public Facilities And Adequacy Of Public Services, Infrastructure Needs And Deficiencies:**
 - a. The existing and planned infrastructure adequately meets the needs of the public, currently and for the near future. Current infrastructure capacity, condition, availability and quality are in good condition.
 - b. A policy and plan for the replacement of aging infrastructure would assist the district in continuing to serve their constituents presently and in the future.
4. **Financial Ability of Agencies to Provide Services**
 - a. The District utilizes a number of funding sources including tax revenue, bonds, grants, impact fees and assessment fees.
 - b. Future finances and subsequent operations rely heavily on the revenue generated by the adopted impact fee. Given the reliance on this type of fee, LAFCO has determined that alternate revenue sources should be identified.
5. **Status Of and Opportunities For Shared Facilities**
 - a. Anderson Fire Protection District utilizes cost avoidance techniques which increase efficiency and decrease operating costs. Techniques include eliminating duplicate services, reducing high-administrative-to-operational-cost ratios, reducing inventories of inefficient and/or outdated equipment, implementing economies of scale and creative use of personnel and volunteer resources.

- b. Identification of shared facilities opportunities could reduce training, maintenance and operating costs for participating agencies, and the District is encourage to continue to explore such opportunities where feasible.
- 6. Accountability For Community Service Needs, Including Governmental Structure And Operational Efficiencies.**
- a. Shasta LAFCO has determined that Anderson FPD works effectively with other fire protection agencies in exploring inter-governmental options with the potential to achieve economies of scale and greater efficiencies in the delivery of services.
 - b. Shasta LAFCO has determined that administrators and the Board have developed an understanding of the various governmental restructuring and jurisdictional change options provided under the LAFCO statute as they would pertain to and affect fire protection districts.
 - c. The Anderson Fire Protection District has established an effective internal organization to provide efficient, high-quality public fire protection service. They continue to work at improving services, reducing waste, eliminating duplications of effort and constraining costs. They also strive to build and maintain adequate contingency reserves while encouraging and maintaining open dialogues with the public, as well as and other public and private agencies. There is on-going analysis of operations and practices, agency functions and the ability to serve current and future service demands.
 - d. The Anderson Fire Protection District's local accountability is good, having received recognition from County fire agencies, as well as industry insurance and worker's compensation groups. Shasta LAFCO has determined that administrators recognize the importance of fostering local accountability. It appears that decision makers are accessible and accountable to the public. They actively encourage and value public participation and are skilled at disclosing programs, plans, and fiscal decisions. They solicit public input when considering program and infrastructure plans and disclose the result to the public.
- 7. Any other matter related to effective or efficient service delivery, as required by commission policy:** No such other matters are established in Shasta LAFCO policy at this time.

CONCLUSION

In this review Shasta LAFCO has endeavored to accurately assess the current services and organizational status of Anderson Fire Protection District as a provider of fire protection. LAFCO has also made what we believe are substantiated determinations consistent with prescribed statutory factors. Shasta LAFCO thanks Anderson Fire Protection District, and especially Chief Andy Nichols, for their prompt and insightful responses and cooperation in this services review.

APPENDICES

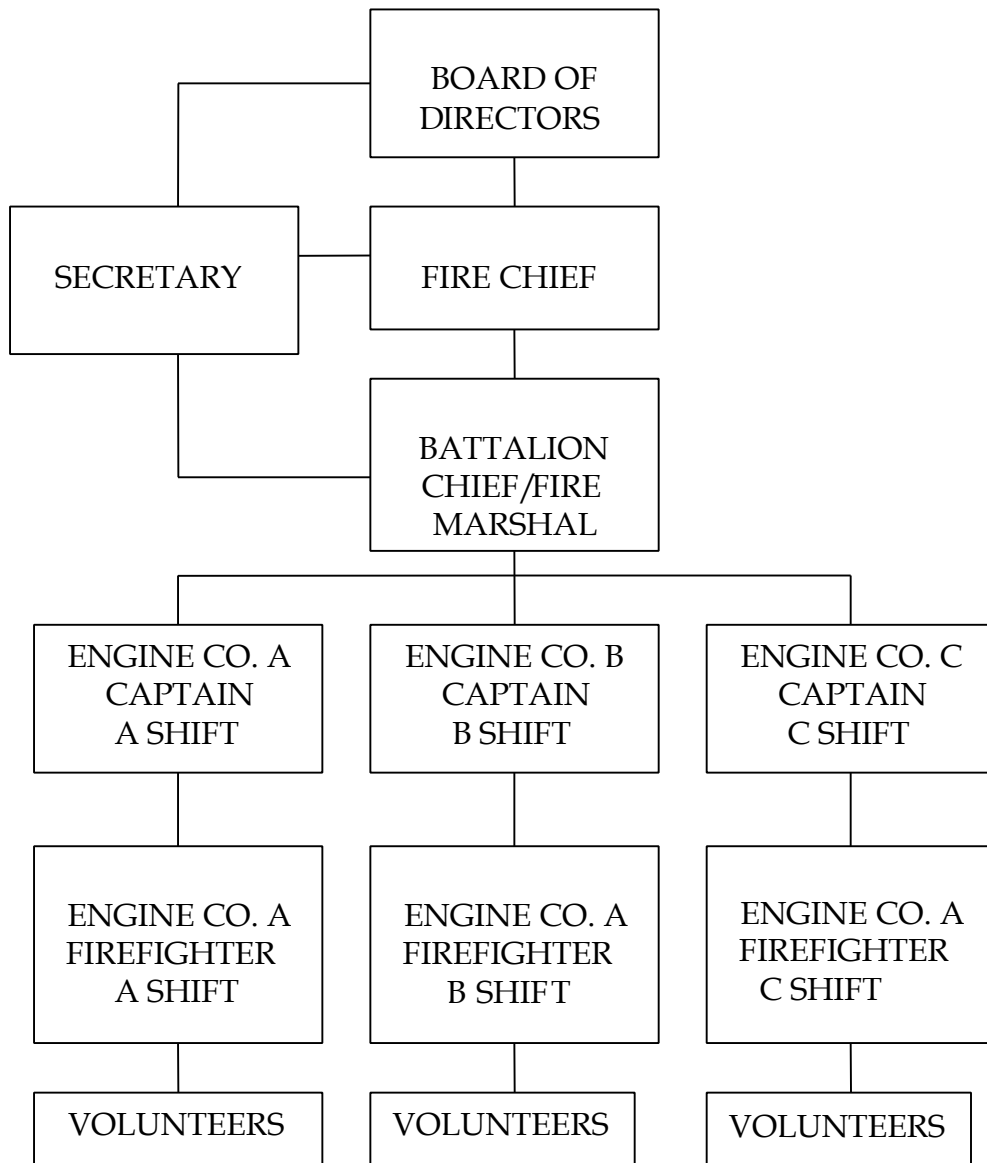
Anderson Fire Protection District Vehicle Fleet Data

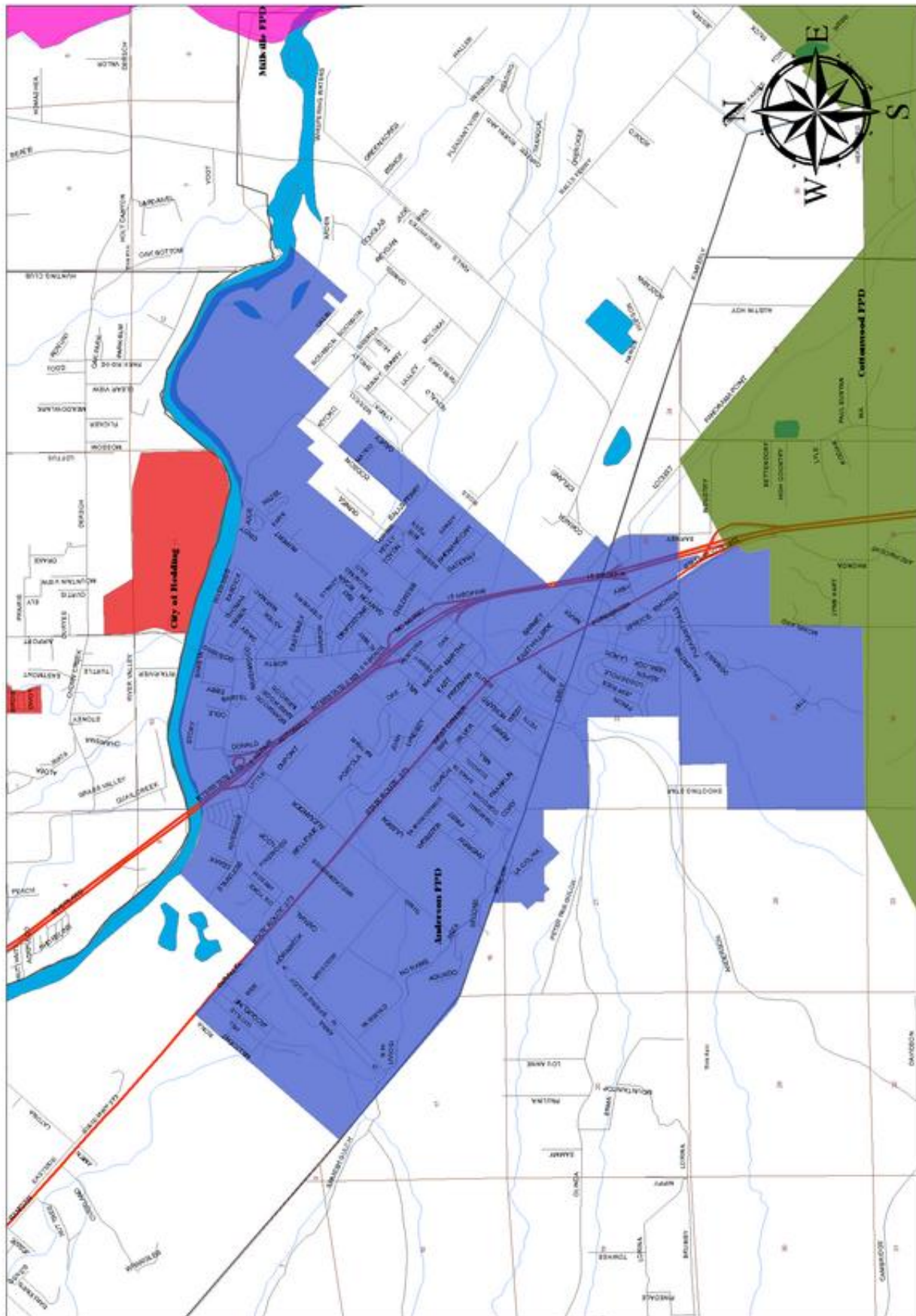
Fire Engines		Estimated Value
Engine 46	2005 Hi Tech 1500 GPM Pumper	\$327,000
Engine 246	2012 Hi Tech 1,500 GPM Pumper with International Chassis	\$316,430
Engine 346	2001 International Pierce 1,000 GPM Pumper	\$225,000
Engine 446	1991 Pierce 1250 GPM Pumper	\$152,000
Engine 546	1997 International 250 GPM Pumper	\$95,000
Engine 646	2003 Type III International 250 GPM Pumper	\$50,000
Other Vehicles		Estimated Value
WT 46	2011 Kenworth Water Tanker - 3,000 Gallon Tank with 500 GPM Pump	\$190,000
Breathing Air Supply	1988 Ford Super Duty Pickup	\$80,000
DECON 46	Hazardous Materials Decontamination Equipment Trailer	\$2,000
U246	2009 Ford F150 Pickup	\$23,600
U346	2005 Ford F150 Pickup	\$22,000
U446	2007 Ford Explorer	\$26,600

Anderson Fire Protection District FY 2012-13 Budget Table

<i>Final Budget</i> <i>2011-2012 Budget - Expenses</i>	<i>2010-2011</i> <i>Actual</i> <i>Balance</i>	<i>2011-2012</i> <i>Final</i> <i>Budget</i>	<i>2011-2012</i> <i>Actual</i> <i>Balance</i>	<i>2012-2013</i> <i>Final</i> <i>Budget</i>
001000 - Cash In Treasury	962,311	817,311	1,003,959	1,071,233
009102 - F/B Reserved	121,276	121,276	12,998	12,998
009110 - F/B Reserve Buildings	573,238	572,705	598,082	598,082
009111 - F/B Reserve Equipment	201,240	206,773	206,773	206,773
009600 - Fund Balance	55,832	55,832	63,945	63,945
096741 -Tran Out Anderson Fire	104,027	110,000	18,887	159,880
420000 - Interest	5,724	5,724	5,161	5,100
806741 - Tran In Anderson Fire	34,181	7,500	81,000	54,596
Total Revenue	39,905	13,224	86,161	59,696
Total Expense	104,027	110,000	18,887	159,880
Net Total Revenue- Expense	-64,122	-96,776	67,274	-100,184

Anderson Fire Protection District Organization Chart





Anderson FPD

Map created by Keri Vorst, - Shasta County Planning Division - 2011

COTTONWOOD FIRE PROTECTION DISTRICT MSR

AREA BACKGROUND

The historic 19th century frontier town of Cottonwood is situated in south central Shasta County midway between Red Bluff and Redding. It is located just north of the Shasta County line and south of City of Anderson. Bisected by what is now Interstate 5, it was a common food and supply stop for those travelling the Oregon Trail as early as 1849.

The area is predominately agricultural in nature and is the home of the largest cattle auction yard in the region. There are several churches and schools in the area and large residential development in Tehama County to the south is fueling residual growth, as is rapid development in the City of Anderson to the north.

Urban residential, light industrial and commercial development is generally dispersed throughout the community, with Pacific Gas and Electric the largest commercial industry in operation. Topography varies from valley floor to rolling foothills and the climate of the area is characterized by the cool wet winters and hot dry summers of Northern California. The majority of rainfall is received between December and March. Vegetation types primarily consist of grasslands, oak woodlands and manzanita brush.

AGENCY BACKGROUND

In 1930, following the donation of two wheeled handcars, the Cottonwood Volunteer Fire Department was formed by a group of community members following several fires which had destroyed various structures in the town. A wheeled extinguisher was the first piece of equipment purchased, followed by a 1931 Dodge fire truck bought with donations from the Cottonwood Garden Club and proceeds from annual benefit dances held on the bridge south of town.

On March 10, 1958, the Cottonwood Volunteer Fire Department became Cottonwood Fire Protection District pursuant to the provisions of the Local Fire District Law, section 14017 of the Health and Safety Code. In 1969, a chief and two full time firefighters were hired.

Upon formation the size of the district was approximately 14 square miles. The District now encompasses an area approximately 36 square miles and is basically rectangular-shaped. The size has changed repeatedly over the years. In 1979 approximately 192 acres within the District were annexed by the Anderson Fire Protection District. In 1995, an additional 26 acres in the District were detached as a result of the City of Anderson and Anderson Fire Protection District boundary reorganizations. Thereafter, in 1999, the Balls Ferry/Ash Creek Annexation added 15,000 acres to the District.

Considered the third fire busiest district in Shasta County, Cottonwood Fire Protection District currently provides comprehensive fire and emergency response services to the unincorporated area of Cottonwood. As an 'all risk' department, personnel respond to all types of emergencies some of which include medical, traffic accidents and water rescues, in addition to fires.

The District operates in cooperation with other fire agencies in the region under mutual aid agreements to provide services to Shasta County residents and visitors. Dispatching is provided through the E-911 system by SHASCOM and the SCFD/CDF Emergency Command Center in Redding. Services provided outside district boundaries are reimbursed by requesting agencies unless those services are provided under a mutual aid agreement.

INFRASTRUCTURE, FACILITIES AND SERVICES

The Board of Directors, the Fire Chief and volunteer members meet to discuss the needs and direction of the agency in a roundtable-type discussion that takes place on an as-needed basis. All discussion items are reviewed and then prioritized for future consideration and are included as a part of a ten-year plan. The new main fire station proposed for construction at the corner of Brush and Fourth Street is now the top priority on the ten-year plan.

The existing station is located at 3271 Brush Street and contains 6 pieces of fire and rescue equipment, an air support trailer with a utility tow vehicle, a Chief's Command vehicle and a type II/III engine capable of handling wild land and structure fires. The air support trailer supports the filling of all surrounding fire agencies self-contained breathing apparatus (SCBA) and also the Sheriff Departments of Shasta and Tehama Counties with their self-contained underwater breathing apparatus (SCUBA).

The structure use as the existing station is a remodeled garage which was built in the 1930's and donated to the then Volunteer Fire Department. There have been many modifications, some of which include; stucco finish on the front of the building, installation of roll-up doors, a parapet and a back porch to house a large generator and barbeque. Internal upgrades and improvements to the facility include the addition of a meeting room, a bedroom, a kitchen and 1½ bathrooms. The plumbing and electrical is not all up to code, but has been replaced whenever possible.

Another major concern is that newer apparatus cannot be parked inside the station due to the floor having been raised 10 inches to mitigate flooding issues. This building is in overall poor condition and does not meet the basic needs of a fire station, and annual maintenance costs continue to increase. As a result a new station is planned for construction later this year on property which has already been purchased. An independent feasibility study was completed in March 2013 through a grant from Shasta County Housing and Community Action Programs.

In 1976, a small building was moved from Main Street onto the lot located behind the station. At that time it housed one fire engine and served as additional storage space. In 1982 there was an addition to this structure made up from materials scavenged from Cottonwood Creek. The building now houses the first engine used by the Cottonwood Fire Department and a Wildland engine purchased from Cal Fire. In the late 1980's it became evident that a large water tender would be needed, as well as a way to house it. Though it took nearly 10 years to materialize, a water tender and a metal building were eventually purchased using budgeted funds and donations.

Fire protection and medical apparatus and equipment are located at the fire station. A complete inventory of existing apparatus and equipment and valuation is included in the appendices of this document. Vehicles and apparatus are monitored on a daily, weekly, monthly and annual schedule. All systems are checked, as is all equipment stored on the apparatus. Vehicles are considered to be in good to excellent condition.

A 1.68 acre parcel at the corner of Fourth and Brush Streets was purchased for a new main station. Plans have been drafted by Image Works Architecture, Inc. for a single story 11,179 square foot building. The plan is to also include space for a substation of the Shasta County Sheriff's Office, the local Citizens Patrol and possibly an ambulance company. This central location is considered to be the most efficient due to area growth projections.

The District's Capitol Improvement Fund (CIF) will serve to fund a portion of the new infrastructure while the majority of funds will come from some type of bond, special tax or grant. A special election is slated for November 2013 wherein residents will vote on whether or not they would agree to pay a special annual fee between \$70-75. This fee would vary depending on the status of the structure, i.e. commercial, residential or outbuilding. Additional funds will be budgeted from property tax revenue and user-based fees for structures, improvements, equipment and personnel. Apparatus upgrades will be accomplished by replacement.

During 2012, 726 calls were responded to. Of those calls, 470 were medical, 126 were structure or vegetation fires, 13 were false alarms, 110 were mutual aid/automatic aid given and 33 were mutual aid/automatic aid received. As an all-risk department, This District is able to respond to any area inside its boundary in a timely manner, generally arriving at the same time or prior to neighboring agencies. The average response time is approximately 2 minutes from receipt of an alarm at the station. (Response time standards of five minutes or less are typical for fire protection agencies.)

There are mutual aid agreements in place with Shasta County Fire Department/Cal Fire, Anderson Fire Protection District and Tehama County Fire Department/Cal Fire. The agreement with the

adjacent Anderson Fire Protection District is primarily implemented for service calls on the I-5 corridor since Anderson is usually able to respond to the southbound side first, while Cottonwood is able to respond to the northbound side first. A good working relationship with Anderson Fire Protection District ensures that undue response times do not occur. The Cottonwood Fire Department also responds to Shasta County Strike Team requests, both inside the County and throughout California.

The town of Cottonwood is under a hydrant system of approximately 2 square miles. The water is supplied by the Community water system with a dedicated 12" line. Thus far all hydrants have met Shasta County Fire Safe Standards of 500 to 800 gallons per minute. As is typical of most fire districts, there is a need for additional hydrants. Cottonwood proper has sufficient hydrants for existing buildings, however outlying and surrounding areas ideally should also have hydrants in place. This is not economically feasible for the existing homeowners or for the Cottonwood Water District. One way this situation is being addressed is through development requirements by the County, otherwise there is no plan for location of, or funding for, placement of fire hydrants.

A typical standard used for planning fire facilities is a rating provided by the Insurance Services Organization (ISO). The insurance industry uses ISO ratings to assist in determining insurance premiums for building owners. The ISO rating is based on travel distance (not travel time) to the nearest fire station, and other factors such as availability of water supply for fire protection. Currently the District has an ISO rating class of 5.0 in the area served by fire hydrants and 7.0 outside the hydrant systems. As a basis for comparison, below are the ratings of other local fire protection districts:

Anderson	5/8
Buckeye	3
Burney	5/9
Castella	5/8B
Cottonwood	5/7
Fall River Mills	6
Happy Valley	5/8B
McArthur	6
Millville	6/8
Shasta Lake	4/8

ADMINISTRATION, MANAGEMENT AND OPERATIONS

For the purposes of preparing a Municipal Services Review, information with respect to administrative, management and operational functions including employee categories and

internal organization, agency policies, rules and regulations are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The Board of Directors operates as the administrative and financial governing body, making administrative decisions in conjunction with the Fire Chief. At times consultants are hired to advise on matters of law, litigation and drafting resolutions for ordinances. There is a policy and procedures manual for employees, which includes policies for communicating with the Board.

Currently, there are four full-time and three part-time employees. Full-time positions include a Fire Chief/Fire Marshal and two Captains and an Administrator. Part-time positions include three Lieutenants. The Fire Chief is supported by 13 active volunteer firefighters. Annual audits, attorney needs and fee studies are contracted out to save the costs that would otherwise be associated with staff positions for those services.

The fire station is staffed at all times on a rotational basis. The Chief and Captains operate a Duty Officer Program which provides coverage 24 hours a day, 7 days a week for responses to all emergencies. The Administrator maintains standard business hours. There is also a website and a Facebook page which provide public notices and information about community events, although there are currently access issues which has prevented updates. The matter will be addressed in the near future.

Training for personnel and volunteers consists of ethics (for qualified employees), sexual harassment, SIDS, HAZ-MAT, extrication, medical first aid and CPR. There are additional courses and programs for firefighting in structure, wild land and automobiles. Prior to being accepted as a volunteer, firefighters are required to pass a stringent background review by the Department of Justice and Federal Bureau of Investigations, in addition to drug screening. Upon acceptance they must attend trainings, meetings, obtain medical certification and possess a valid driver's license with endorsements to drive and operate District apparatus.

The Cottonwood Fire Protection District is a member of the following: Shasta County Fire Chief's Association, Shasta County Fire Prevention Association, the Shasta County Training Officer's Association and the Shasta County Arson Task Force and Fire Association Self Insurance System (FASIS). Though not members, they are also active participants in the Cottonwood Chamber of Commerce, Cottonwood Community Planning Group and the Shasta County Regional Transportation Planning Agency.

FISCAL

The budget for the fiscal year 2012-2013 is \$390,000, a copy of which is included in the appendices. The majority of revenue comes from property taxes and annual assessments. Other

revenue is a result of responses outside the district boundaries, usually on State Responsibility Area vegetation fires or Strike Team participation and various grants. A mitigation fee is placed on parcels that develop new construction. These revenues provide funding for equipment and vehicles, as well as construction costs related to the new fire station.

The Board of Directors operates as a financial committee with recommendations from the Fire Chief. The annual budget is drafted and recommendations are made to the Board for approval. Also, monthly financial statements are presented to the Board for review and comment at each. All financial transactions are conducted through the Shasta County Auditor-Controller's Office and any monies received are deposited with the Shasta County Treasurer.

Since the ability to generate new revenue is relatively limited, increases in taxes and fees are a possible source however the probability of community acceptance is low given the current economic climate. Another approach would be to create a taxing method by which developers will be required to place a tax on new homes and developments. Multiple avenues of revenue generation and cost savings are continually explored.

Capital equipment needs such as new fire engines and rescue equipment are typically paid from the operating budget or grant money. Personnel, training, operating and maintenance needs are also paid out of the operating budget. Due to the multitude of demands on the operating budget, sufficient revenue to purchase all needed capital equipment and facilities has been limited, however multiple avenues of revenue generation and cost savings opportunities are persistently pursued. The District currently has no policy for replacement of infrastructure.

A new substation on Rhonda or Gas Point Road may also be needed due to unprecedented growth in the northwest area. Once the main station has been completed, there are also plans for a second station on the donated 1.25 acre site located at 4425 Balls Ferry Road. The plan is to relocate the existing metal building, which presently houses an engine and water tender, onto a concrete slab. Utilities will be installed. The Mitigation Fee (previously known as the Capital Improvement Fund) will fund a portion of the new infrastructure.

GOVERNANCE

The Board of Directors operates as the governing body and consists of five persons, elected at large, who serve a four-year term. Three of the five board members are elected at once, the remaining two are elected together on an alternating two-year rotation. Board members are required to live within the district boundaries and be registered voters. Board members do not receive any form of payment.

Board meetings are held the second Monday of the month at 6:00 pm at 3265 Brush Street in Cottonwood. Agendas are posted and available to the public 72 hours in advance. There have been no reported Brown Act violations in the past three years.

REGIONAL CONTEXT/IMPACTS

At this time there is no existing district-level consideration of combining fire protection districts. A formerly-proposed development in Anderson generated discussion regarding potential detachment of a large section of the District, however there is no current discussion of the continuance of the development. Cottonwood FPD administration believes this would have a negative impact since they previously looked at development of the area to help with overall infrastructure. The District also believes revenue from potential development in this area could be sufficient to allow for construction of a third station to the north.

WRITTEN DETERMINATIONS

The following seven determinations are required to be made by the Commission pursuant with Government Code Section 56430. The following determinations have been prepared consistent with Shasta LAFCO's policy and procedures for review of municipal services.

1. **Growth and Population Projections for the Affected Area**
 - a. Attempting to establish the existing or projected population is not an easy task. Since the area is unincorporated, the State Department of Finance does not keep population growth figures for the area or the Fire District as they would for cities and counties. Further, boundaries are not coterminous with Census tracts. Considering these inconsistencies, the population serviced by the Cottonwood Fire Protection District estimates there are approximately 5,000 residents and the number of registered voters is 4,000.
 - b. Over the next 10 years there will likely be an estimated 300 to 1,000 new residential dwellings constructed. With the adoption of the 2004 impact fee and the new proposed annual fee, administration is attempting to accommodate future growth, however the high growth projections for areas in the near vicinity of the district will likely have a higher impact on service needs than growth within the actual boundaries.
2. **Disadvantaged Unincorporated Communities:** There are no discernible disadvantaged unincorporated communities within or contiguous to the Cottonwood Fire Protection District's sphere of influence as measured by this District's ability to provide prompt and effective fire services.
3. **Present And Planned Capacity Of Public Facilities And Adequacy Of Public Services, Infrastructure Needs And Deficiencies**

- a. The existing and planned infrastructure adequately meets the needs of the public, currently and for the near future. Current infrastructure capacity, condition, availability and quality are in fair condition.
 - b. In an effort to increase provision of services, a new main fire station is planned for construction in the near future to help provide better service. The location of this station is at the corner of Fourth and Brush Street. Development in the northwest area may dictate the construction of an additional site to meet the demands of rapid expansion. The 2004 impact fee will help to finance equipment and provide outfitting support for firefighters, as would a special annual fee which will be voted on this fall.
4. **The Financial Ability of the Agency to Provide Services:**
- a. The District currently utilizes a number of funding sources including tax revenue, bonds, grants, impact fees and assessment fees. Based on the need to construct and outfit a new fire hall and serve an increased number of residential dwellings, an impact fee study was completed and adopted.
 - b. It is estimated that the additional revenues necessary to meet the demands for its public services will be derived as a result, however the per-parcel fee may not be enough to provide long-term protection services. The District has determined that while impact fee passage has stabilized their revenue stream for the short-term, they will need additional revenue sources to keep pace with increased costs for health and retirement and to maintain salaries at an appropriate level.
 - c. Future finances and subsequent operations rely heavily on the revenue generated by the adopted impact fee and the passage of an annual fee.
 - d. The Cottonwood Fire Protection District utilizes cost avoidance techniques which increase efficiency and decreased operating costs. Techniques include eliminating duplicate services, reducing high-administrative-to-operational-cost ratios, reducing inventories of inefficient and/or outdated equipment, implementing economies of scale and creative use of personnel and volunteer resources.
 - e. The Cottonwood Fire Protection District currently utilizes assessment fees and impact fees derived from improvements to existing structures and construction of new residences within their boundaries. Impact fees are identified in the District Impact Fee Study adopted in April 2004.
5. **Status of and Opportunities for Shared Facilities:** Facilities are presently being utilized to capacity with opportunities to accommodate training facility needs of adjacent agencies. There are also plans to dedicate space in the new station for law enforcement use. Continued identification of shared facilities opportunities could reduce training, maintenance and operating

costs for participating agencies, and the District is encourage to continue to explore such opportunities where feasible.

6. Accountability for Community Service Needs, Including Government Structure and Operational Efficiencies.

- a. Shasta LAFCO has determined that Cottonwood works effectively with other fire protection agencies in exploring inter-governmental options to potentially achieve economies of scale and greater efficiencies in the delivery of services.
- b. Shasta LAFCO has determined that Cottonwood Fire Protection District administrators and Board of Directors have developed an understanding of the various governmental restructuring and jurisdictional change options provided under the LAFCO statute as they would pertain to and affect fire protection districts.
- c. The Cottonwood Fire Protection District has established an effective internal organization to provide efficient fire protection. There is a continual effort to improve services, reduce waste, eliminate duplications of effort, contain costs, maintain qualified employees, build and maintain adequate contingency reserves, encourage and maintain open dialogues with public, as well as with other public and private agencies. There is on-going analysis of agency functions, operations and practices and the ability to meet current and future service demands.

7. Any Other Matter Related to Effective or Efficient Service Delivery, as Required by Commission Policy: No such other matters are established in Shasta LAFCO policy at this time.

CONCLUSION

In this review, Shasta LAFCO has endeavored to accurately assess the current services and organizational status of Cottonwood Fire Protection District as a provider of fire protection. LAFCO has also made what we believe are substantiated determinations based upon prescribed statutory factors.

Shasta LAFCO thanks Cottonwood Fire Protection District for their response to the Request for Information, as well as their ongoing review of the MSR.

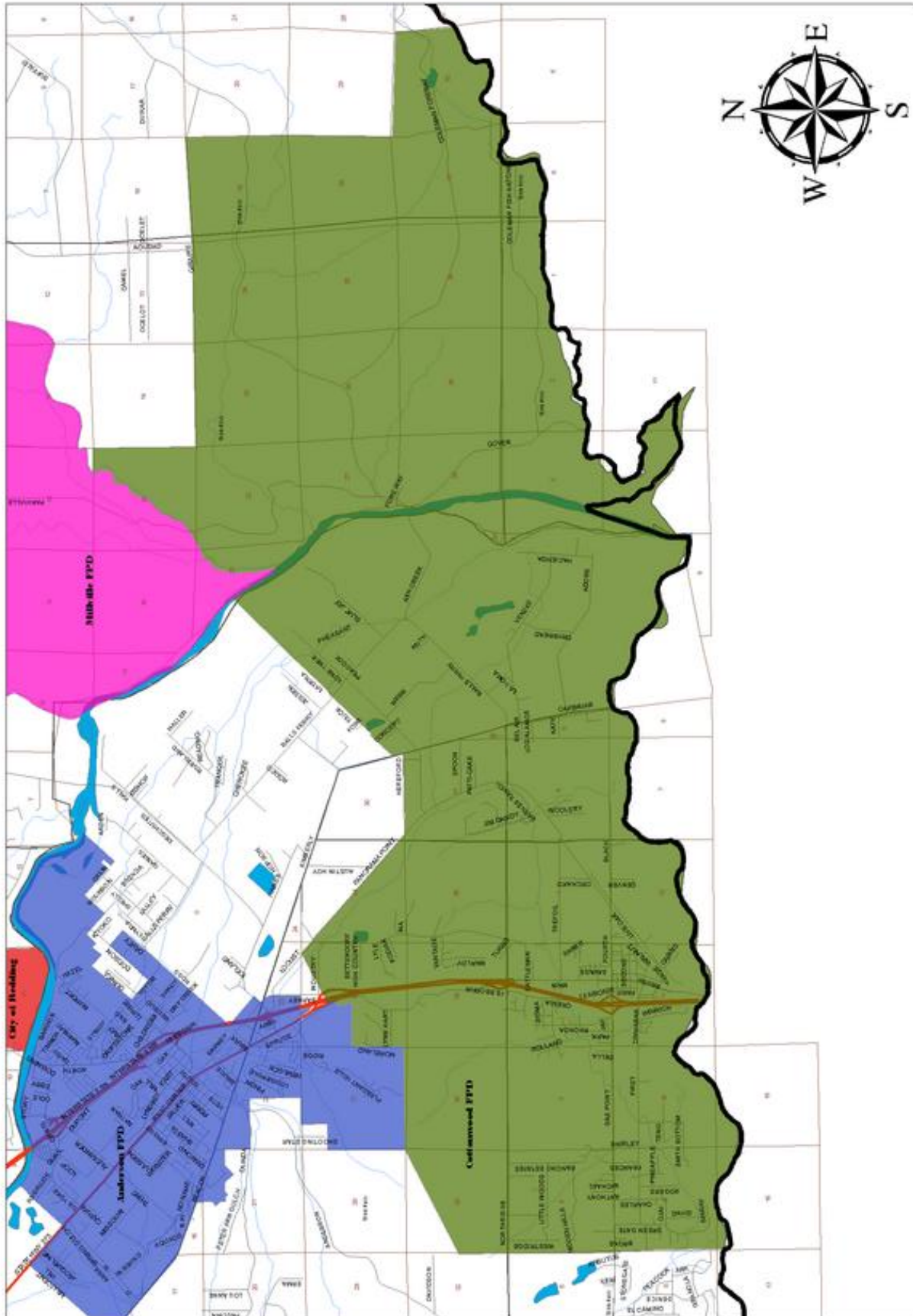
APPENDICES

Cottonwood Fire Protection District Asset Data

DESCRIPTION					Beginning		Ending				CY Dep.	CY Deletions		Total Acc. Dep.	Net Book Value	Gain/Loss
	Beginning Balance	Addition	Deletions	Ending Balance	ACQUISITI ON DATE	EST. LIFE	dep/year	Total Acc. Dep.	Total Acc. Dep.	Net Book Value						
LAND																
Station land	1,000.00			1,000.00	01/01/35			-	-	-	-		1,000.00	-		
Lot behind station	3,014.00			3,014.00	01/02/35			-	-	-	-		3,014.00	-		
5 acres on Locust Road	5.00			5.00	01/01/42			-	-	-	-		5.00	-		
Property for new fire station	57,869.00			57,869.00	01/01/04			-	-	-	-		57,869.00	-		
1.25 acres for 2nd station (Donated)	44,000.00			44,000.00	01/01/04			-	-	-	-		44,000.00	-		
								-	-	-	-			-		
Land Total	105,888.00	0.00	0.00	105,888.00								\$0.00	105,888.00	-		
BUILDINGS																
Station	29,490.00			29,490.00	01/01/35	50	589.80	29,490.00			29,490.00	-	-			
Native Daughter Hall	20,000.00			20,000.00	01/01/98	50	400.00	3,400.00	400.00	-	3,800.00	16,200.00	-			
								-			-		-			
Buildings Total	49,490.00	0.00	0.00	49,490.00				32,890.00	400.00	-	33,290.00	16,200.00	-			
APPARATUS/VEHICLES																
1930 Dodge Fire engine	2,700.00			2,700.00	01/01/30	20	135.00	2,700.00	-	-	\$2,700.00	-	-			
1989 Ford Fire Engine	129,018.00			129,018.00	01/01/90	20	6,450.90	106,439.85	6,450.90	-	\$112,890.75	16,127.25	-			
1994 Kenworth Water Tender	77,863.00			77,863.00	01/01/99	20	3,893.15	29,198.63	3,893.15	-	\$33,091.78	44,771.22	-			
2005 International 4 door fire engine	224,573.99			224,573.99	05/12/05	20	11,228.70	13,100.15	11,228.70	-	\$24,328.85	200,245.14	-			
2008 Ford Rescue Unit	84,298.00			84,298.00	05/01/08	10	8,429.80	20,000.00								
2008 Bauer Breathing Support Air Trailer	65,000.00			65,000.00	08/01/08	20	3,250.00	3,250.00								
1995 Chev. Pick-up (Donated by Volunteers)	5,000.00			5,000.00	04/01/08	5	1,000.00									
1997 Chev. S10 Pick-up (donated by Volunteers)																
1986 International 2 door fire engine	3,500.00				10/01/10	5										
1991 Spartan Fire Engine (donated)					05/01/10	10							-			
2003 Dodge Durango (replacement for stolen S10)	8,900.00				02/01/11	5										
2011 Foam installation on 2008 Ford Rescue Unit	3,753.75				07/22/211	7										
Apparatus/Vehicles Total	604,606.74	0.00	0.00	586,452.99				174,688.63	21,572.75	0.00	173,011.38	415,441.61	-			
EQUIPMENT																
Jaws Hydraulic Rescue tool	12,000.00			12,000.00	01/01/91	10	1,200.00	12,000.00	-	-	\$0.00	-	-			
30 KW Generator	4,500.00			4,500.00	09/01/95	20	225.00	2,700.00	225.00	-	2,925.00	1,575.00	-			
Engine pump repair	6,102.00			6,102.00	01/01/00	10	610.20	3,966.30	610.20	-	\$4,576.50	1,525.50	-			
Water Tender Shed	2,198.00			2,198.00	01/01/00	30	73.27	548.51	73.27	-	622.78	1,575.22	-			
Water Tender Shed - metal	24,827.00			24,827.00	11/12/01	30	827.57	4,551.62	827.57	-	5,379.19	19,447.81	-			
MSA SCBA's quantity 20 units	100,000.00			100,000.00	8/1/2008	10	10,000.00	5,000.00	10,000.00							
Jaws Hydraulic Rescue tool (donated by Volunteers)	6,000.00				8/1/2008	10		6,000.00								
Defibrillator	3,085.00				11/12/10	10										
Security System donated by Redding Bank of Commerce					2/1/2011	5	-		-				-			
Equipment Total	158,712.00	-	-	149,627.00				34,767.43	11,736.03	-	\$25,503.46	24,123.54	-			
Equipment and Apparatus/Vehicle Total	763,318.74	-	-	738,079.99				209,456.06	33,308.78	-	198,514.84	439,565.15	-			
	</															

Cottonwood Fire Protection District FY 2012-13 Budget Table

2012-2013 Budget			
REVENUE			
	Taxes		\$183,000.00
	Burn Permits		\$3,500.00
	Interest		\$1,500.00
	Intergovernmental Rev		\$3,000.00
	Charges for services		\$191,000.00
	Misc Rev		\$13,075.00
	TOTAL REVENUE		\$395,076.00
EXPENSES			
	Salaries and Benefits		\$295,100.00
	Services and Supplies		124,950.00
	Other Charges		1,209.00
	TOTAL EXPENSES		421,259.00
	From Fund Balance		20,183.00



Cottonwood FPD

Map created by Jack Kistner, Shasta County Planning Division - 2011

HAPPY VALLEY FIRE PROTECTION DISTRICT MSR

AREA BACKGROUND

Happy Valley is situated in the foothills of the Sacramento Valley in south central Shasta County, approximately seven miles west of Interstate 5. It is located south of Redding, west of Anderson and northwest of Cottonwood. The rural area is generally dispersed along Happy Valley Road and includes the rural communities of Olinda and Cloverdale. Varied topography and a minimally established road system provide limited access for much of the region. The climate of the area is characterized by cool wet winters and hot dry summers. Vegetation types primarily consist of grasslands, oak woodlands and chaparral.

The area serves largely as a bedroom community to Redding, Anderson and Cottonwood. Over the past decade, the area has experienced growth pressures from neighboring communities which is expected to continue.

AGENCY BACKGROUND

The Happy Valley Fire Protection District provides comprehensive fire and emergency response services to the unincorporated area of Happy Valley. The irregularly shaped boundary encompasses an area of approximately 31 square miles. The initial boundary was considerably smaller, but a 1988 annexation of the Cloverdale Volunteer Fire Company more than doubled the previous coverage area.

The District operates in cooperation with other fire agencies in the region under mutual aid agreements to provide services to Shasta County residents and visitors. Dispatching is contracted to the California Department of Forestry and Fire Protection/Shasta County Fire Department (CDF/SCFD) Emergency Command Center in Redding.

INFRASTRUCTURE, FACILITIES AND SERVICES

Currently there are two fire stations and 12 pieces of fire and rescue equipment. Station #1 is located at 17441 Palm Avenue and Station #2 is located at 16218 Cloverdale Road. A property was purchased for a third station planned at 6648 Happy Valley Road. Although the use permit was issued in 2011, the project was put on hold due to the poor economy and declining revenues.

Fire Station #1, built in 1970, is 2800 square feet and in good condition. Upgrades and improvements to the facility include interior paint, carpet, electric bay door openers, landscaping and general maintenance. Since LAFCO's last review a larger storage building has been constructed, the parking lot was repaved, a concrete apron was poured and the building's exterior was painted.

Fire Station #2, built in 1976, is 2880 square feet and also in good condition. In 2003, a 1280 square foot onsite training facility was constructed. Other improvements include an upgraded kitchen, interior and exterior paint, carpet, parking lot resurfacing, new bay doors with electric openers, landscaping and general maintenance. Future improvement needs include enclosure of an existing carport. There has been consideration of purchasing additional property adjacent to this station at some point in the future.

Fire protection and medical apparatus and equipment are located at both stations, a table of the inventory and valuation is included in the exhibits. All vehicles are serviced annually and are in good to excellent condition.

During 2012, there were 683 calls for service. Of those calls, 470 were medical, 63 were structure or vegetation fires, 48 were smoke checks, 70 were miscellaneous (including hazardous materials, vehicle collisions and public assistance) and 32 were canceled en route. The current average response time is approximately 5 to 8 minutes, however the plan for a new station would help to meet the goal of responding to 90 percent of calls within five minutes. Typical standard responses times are five minutes or less for most fire protection agencies.

Water supply for fire suppression is provided by a network of fire hydrants and a 3,000-gallon water tender. All hydrants meet Shasta County Fire Safe Standards of 500 to 800 gallons per minute, although there is a need for approximately 500 additional hydrants. New subdivisions require the placement of fire hydrants, as do some new structures as required by the County. Otherwise, there is no plan for location, nor is there funding for, placement of more hydrants.

A common standard used in the planning of fire facilities is a rating provided by the Insurance Services Organization (ISO). The insurance industry uses ISO ratings to assist in determining insurance premiums for building owners. The ISO rating is based on travel distance (not travel time) to the nearest fire station, and other factors such as availability of water supply for fire protection. Currently the Happy Valley Fire Protection District has an ISO rating of Class 5/8B, which is considered good for a rural district. A subsequent review is scheduled to occur within the next few months. Below are the ratings of other local districts as a basis for comparison:

Anderson	5/8
Buckeye	3
Burney	5/9
Castella	5/8B
Cottonwood	5/7
Fall River Mills	6
Happy Valley	5/8B
McArthur	6

Millville	6/8
Shasta Lake	4/8

ADMINISTRATION, MANAGEMENT AND OPERATIONS

For the purposes of preparing a Municipal Services Review, information with respect to administrative, management and operational functions including employee categories and internal organization, agency policies, rules and regulations are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The Board of Directors operates as the administrative and financial governing body, making decisions in conjunction with the Fire Chief. There is a policy and procedures manual for all employees which includes policies for communicating with the Board.

Current staff consists of three full-time, and one part-time, employees. Full-time positions include the fire chief, fire captain and one firefighter. The secretary is part-time. The chief is supported by 28 active volunteer firefighters and two trainees. Annual audits, attorney needs and studies are contracted out to save the costs that would otherwise be associated with staff positions for those services.

Fire Station #1 is staffed by paid personnel from 8 a.m. to 4 p.m., Monday through Friday. Volunteer battalion chiefs and captains operate a Duty Officer Program which provides supervision 24 hours a day, 7 days a week, year-round. Paid staff also work as volunteers outside of their paid duty hours and participate in the Duty Officer Program. For the past five years a seasonal firefighter program has been in place. Three firefighters work 8-hour shifts on weekends and holidays from July through September, and sometimes October. This program is funded for through the summer of 2013.

The Board and members have discussed the need to have the station manned with paid employees 24 hours a day year-round in the near future due to growth in the area, proposed new construction, and the possible annexation of over 3,000 acres to the district. For now the slow economy is preventing this from occurring.

Training for personnel and volunteers consists of 6 in-house trainings per month, supplemented with additional training off-site as needed. Volunteer firefighter requirements include attendance at trainings, meetings, medical certification and a Class B driver's license.

The District is a member of the following: Shasta County Fire Chiefs Association, Training Officer Association, Fire District Association of California (FDAC), Fire Association Self Insurance System

(FASIS) and the Fire Agencies Insurance Risk Authority (FAIRA). The District has received safety awards for from FASIS, and earned the Platinum Award in 2005. In April 2013, the Redding Exchange Club recognized Ronny 'Bo' Simmons for his contributions to departmental training, fundraisers and community events.

FISCAL

The budget for the fiscal year 2012-2013 is \$445,590 and is included in the exhibits. Most revenue is from property taxes, annual assessments and impact fees. Additional revenue is received for calls outside district boundaries and various grant sources. During 2012, \$88,312 was received from fire assignments and \$26,601 was a result of grants.

An assessment fee of \$40 is placed on all parcels with completed improvements of at least \$1,000 and as of January 2005 an impact fee of \$1,500 is collected for construction of each new home. These revenues are expected to provide funding for the construction of, and equipment for, Station #3.

The Board of Directors operates as a financial committee with guidance from the Shasta County Auditor-Controller and help from the Fire Chief. All financial surpluses are handled by the Auditor-Controller's office and are usually transferred into a Capital Outlay Reserve account. The annual budget is drafted and recommendations are made to the Board for approval. In addition, monthly financial statements are presented to the Board for review and comment.

A budget review committee considers infrastructure needs on a five-year basis while replacement and upgrades are prioritized by age, wear and need. Vehicles are on a ten-year replacement cycle with a 30-year life span. New or upgraded infrastructure is funded with a down payment from budgeted savings and the remaining balance is financed over a five-year term.

Capital equipment needs, such as new fire engines and rescue equipment, are typically paid from the operating budget. Personnel, training, operating and maintenance needs are also paid out of the operating budget. Due to the multitude of demands on the operating budget, sufficient revenue to purchase all needed capital equipment and facilities has been limited.

The ability to generate new revenue is also relatively limited. Increases in taxes and fees are possibilities, however the likelihood of community acceptance is low due to the current economic climate. Another option would an election to increase annual assessment fees, but results would likely be unfavorable. As such, the District continues to pursue multiple avenues of revenue generation and cost savings.

GOVERNANCE

The Board of Directors operates as the governing body and consists of five individuals, elected by the residents, who serve a four-year term. Three of the five members are elected at once, while the remaining two are elected together on an alternating two-year rotation. Board members are required to live within district boundaries and must be registered voters. Board members receive no pay, but are insured for liability and worker's compensation.

Board meetings are held the second Monday of the month at 7:00 pm inside Station #1 at 17441 Palm Avenue in Happy Valley. Agendas are posted and available to the public 72 hours in advance. There have been no reported Brown Act violations within the past three years.

REGIONAL CONTEXT/IMPACTS

At this time there is no district-level consideration of combining fire protection districts. There has been on-going consideration and discussion of a 3,000-acre annexation of parcels located just to the northwest of the current boundary.

WRITTEN DETERMINATIONS

The following seven determinations are to be made by the Commission pursuant to Government Code Section 56430.

1. **Growth and Population Projections for the Affected Area**
 - a. Attempting to establish the existing or projected population is not an easy task. Since the area is unincorporated, the State Department of Finance does not keep population growth figures for the area, or for the Fire District, as they do for cities and counties. Further, the boundaries are not coterminous with Census tracts. Considering these inconsistencies, the population serviced is estimated at approximately 4,000, based on the 2010 census data, however District estimates are 4,000 to 6,000.
 - b. The District also estimates that over the next 10 years between 225 and 673 new residential dwelling units could be constructed within their boundaries. This increase is being planned for by using the impact fee and a five-year equipment replacement plan. Although the potential North Fork annexation area would greatly impact the District and their current plan for services, the proposed Station #3 should adequately address the population surge and subsequent service needs.
2. **Disadvantaged Unincorporated Communities:** There are no discernible disadvantaged unincorporated communities within or contiguous to the Happy Valley Fire Protection

District's sphere of influence as measured by this District's ability to provide prompt and effective fire services within its service area.

3. Present And Planned Capacity Of Public Facilities And Adequacy Of Public Services, Infrastructure Needs And Deficiencies

- a. The existing and planned infrastructure adequately meets the needs of the public, currently and for the near future. Current infrastructure capacity, condition, availability and quality are in good condition.

4. Financial Ability Of Agencies To Provide Services

- a. The District utilizes a number of funding sources including tax revenue, bonds, grants, impact fees and assessment fees. Based on the need to construct and outfit a new fire hall and serve an increase in residential dwellings of as many as 673 structures, the District previously completed and adopted an impact fee study. With this impact fee in place (\$1,500 per new residence) it is estimated that the District will acquire additional revenues necessary to meet the demands for its public services.
- b. Happy Valley Fire Protection District utilizes cost avoidance techniques which increase efficiency and decrease operating costs. Techniques include eliminating duplicate services, reducing high-administrative-to-operational-cost ratios, reducing inventories of inefficient and/or outdated equipment, implementing economies of scale and creative use of personnel and volunteer resources.
- c. The Happy Valley Fire Protection District currently utilizes assessment fees and impact fees for improvements to existing structures and construction of new residences. Impact fees are identified in the Happy Valley Fire Protection District Impact Fee Study adopted in January 2005.

5. Status Of And Opportunities For Shared Facilities

- a. The use of training facilities is being maximized with opportunities to accommodate training facility needs to adjacent agencies. The California Department of Forestry and Fire Protection uses the 'Burn Building' for training events and the classroom is used by several fire protection agencies. There is a Self-Contained Breathing Apparatus (SCBA) bottle filling station which is also used by the Redding Fire Department. Shared facilities promote decreased training and maintenance costs for all participating agencies.

6. Accountability For Community Service Needs, Including Governmental Structure And Operational Efficiencies.

- a. Shasta LAFCO has determined that Happy Valley works effectively with other fire protection agencies in exploring inter-governmental options with the potential to achieve economies of scale and greater efficiencies in the delivery of services.
- b. Shasta LAFCO has determined that administrators and the Board have developed an understanding of the various governmental restructuring and jurisdictional

change options provided under the LAFCO statute as they would pertain to and affect fire protection districts.

- c. In February of 2005, the District received a letter requesting the annexation of the 3,000-acre North Fork Ranch property. This area to the northeast is planned for the development of 800 to 1000 homes and its annexation would promote efficiencies, increase service and also increase revenues. Additionally, due to the location of the parcel, Happy Valley Fire Protection District would be able to provide faster service to the area than adjacent fire districts.
- d. The Happy Valley Fire Protection District has established an effective internal organization to provide efficient, high-quality public fire protection service. They continue to work at improving services, reducing waste, eliminating duplications of effort, containing costs, maintaining qualified employees. They also strive to build and maintain adequate contingency reserves while encouraging and maintaining open dialogues with the public, as well as and other public and private agencies. There is on-going analysis of operations and practices, agency functions and the ability to serve current and future service demands.
- e. The Happy Valley Fire Protection District's local accountability is good, having received recognition from County fire agencies, as well as industry insurance and worker's compensation groups. Shasta LAFCO has determined that administrators recognize the importance of fostering local accountability. It appears that decision makers are accessible and accountable to the public. They actively encourage and value public participation and are skilled at disclosing programs, plans, and fiscal decisions. They solicit public input when considering program and infrastructure plans and disclose the result to the public.

7. **Any other matter related to effective or efficient service delivery, as required by commission policy:** No such policies are currently in place.

CONCLUSION

In this review, Shasta LAFCO has endeavored to accurately assess the current services and organizational status of Happy Valley Fire Protection District as a provider of fire protection. LAFCO has also made what we believe are substantiated determinations based upon prescribed statutory factors. Shasta LAFCO thanks Happy Valley Fire Protection District, and especially Chief Joe Vasquez for their prompt and timely response.

APPENDICES**Vehicle Fleet Data**

Fire Engines		Estimated Value
Engine 44	2006 IH 7400 Type 1 Pumper	\$365,000
Engine 244	1985 GMC 7000 Type 2 Pumper	\$230,000
Engine 344	1995 Freightliner FL70 Type 1 Pumper	\$375,000
Engine 544	2000 IH 4800 4x4 Type 3 Pumper	\$275,000
Engine 644	2006 IH 4300 Type 3 Pumper	\$210,000
Engine 744	2002 IH 4700 Type 3 Pumper	\$210,000
Other Vehicles		Estimated Value
Water Tender 44	2003 Kenworth T800 Type 1 water tender	\$245,000
Utility 44	2005 Chevy 4x4 pickup Duty Officer Truck	\$40,000
Utility 244	2008 Chevy 4x4 pickup Chief Officers Truck	\$40,000
Patrol 44	2001 Ford f-450 rescue vehicle	\$210,000
Patrol 244	1996 Ford Super duty rescue vehicle	\$200,000
Air Support 44	8 Bottle Air Trailer	\$30,000

FY 2012-13 Budget

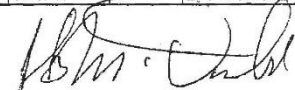
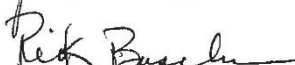

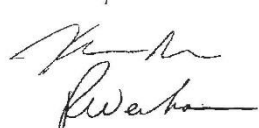

COUNTY OF SHASTA STATE OF CALIFORNIA				SCHEDULE 15			
BUDGET WORKSHEETS DISTRICT BUDGETS				GENERAL LEDGER			
FOR THE FISCAL YEAR				2012 - 2013			
ADJUSTED BUDGET AMOUNTS ARE AS OF				04/30/ 2012			
				Actual Exp/Rev	Adjusted Budget	Actual Exp/Rev	Adopted Budget
Item Ind	Cost Center	Account	Description	2010 - 2011	2011 - 2012	04/30/ 2012	2012 - 2013
	FUND:	0449	HAPPY VALLEY FIRE PROT DIST				08-13-2012 Final Budget
X	00449	101000	CURRENT SECURED TAXES	235,974	235,900	227,767	231,220
X	00449	101011	CURR SEC TAX DEL ADV TEETER	7,462	7,462	-	5,484
X	00449	101100	SUPPLEMENTAL TAXES CURREN	390	500	294	500
X	00449	101111	SUPPLEMENTAL TAXES CUR TEE	118	500	-	500
X	00449	102000	CURRENT UNSECURED TAXES	12,153	12,000	14,682	14,682
X	00449	103010	SUPPLEMENTAL TAXES PRIOR	26	-	13	0
X	00449	104000	PRIOR YEAR UNSECURED TAXES	397	-	185	200
		TOTAL	TAXES	256,520	256,362	242,941	252,586
X	00449	420000	INTEREST	1,490	1,500	704	1,100
		TOTAL	REVENUE FROM MONEY & PROPE	1,490	1,500	704	1,100
X	00449	546000	STATE HOMEOWNERS EXEMPTIC	4,786	4,800	4,047	4,800
X	00449	549073	STATE CDF COMMUNICATIONS G	8,967	-	-	-
	00449	549360	STATE INDIAN GAMING GRANT	-	-	-	13,536
X	00449	560992	FEDERAL FEMA DHS GRANT	-	-	-	-
		TOTAL	INTERGOVERNMENTAL REVENUE	13,753	4,800	4,047	18,336
X	00449	668154	S/A FIRE SUPPRESSION CURR	85,457	86,000	79,655	86,000
X	00449	692021	OUT OF DISTRICT RESPONSE	7,038	13,100	13,098	33,084
X	00449	693061	IMPACT FEE BUILDING	3,000	3,000	3,000	3,000
		TOTAL	CHARGES FOR SERVICES	95,495	102,100	95,753	122,084
	00449	792553	REDDING RANCHERIA COMM. FUND	-	-	-	3,625
X	00449	795100	PRIOR YEAR VOIDED WRTS/CHEC	144	-	44	0
X	00449	799300	MISCELLANEOUS REVENUE	2,766	500	-	500
		TOTAL	MISCELLANEOUS REVENUES	2,910	500	44	4,125

X	00449	806749	TRAN IN HAPPY VALLEY FIRE	60,000	-	-	28,000
		TOTAL	OTHR FINANCING SOURCES TRA	60,000	-	-	28,000
X	00449	896100	SALE OF CAPITAL ASSETS	-	500	-	500
		TOTAL	OTHER FINANCING SRCS SALE C	-	500	-	500
			Carry over from 11/12 Budget				18,859
		TOTAL	REVENUES*****	430,168	365,762	343,489	445,590
X	00449	011000	REGULAR SALARIES	166,971	167,364	136,490	169,644
X	00449	017000	EXTRA HELP	19,042	20,680	16,913	31,440
		017505	STANDBY PAY	-	-	-	10,000
X	00449	018100	EMPLOYER SHARE OASDI	14,225	13,574	11,988	15,892
X	00449	018201	EMPLOYER SHARE RETIREMENT	17,116	27,603	21,046	27,920
X	00449	018300	EMPLOYER SHARE HEALTH INSUR	25,140	26,250	18,481	30,192
X	00449	018305	EMPLOYER SHARE DENTAL INSUR	5,538	5,250	6,053	7,590
X	00449	018400	EMPLOYER SHR UNEMPLOYMENT	2,975	2,363	3,617	4,120
X	00449	018500	WORKERS COMP EXPOSURE	22,030	22,478	24,012	24,350
		TOTAL	SALARIES AND BENEFITS	273,037	285,602	243,382	321,148
X	00449	032300	CLOTHING/PERSONAL SUPPLIES	238	500	67	2,000
X	00449	032329	CLTHG/PERS UNIFORMS	474	1,500	657	1,050
X	00449	032500	COMMUNICATIONS EXPENSE	2,198	2,200	1,642	2,300
X	00449	032700	FOOD EXPENSE	313	500	360	500
X	00449	032900	HOUSEHOLD EXPENSE	920	500	1,265	2,300
X	00449	033100	INSURANCE EXPENSE	13,741	15,000	-	15,000
X	00449	033500	MAINTENANCE OF EQUIPMENT	1,619	1,000	843	12,800
X	00449	033535	MNT EQP OFFICE EQP	130	-	263	500
X	00449	033700	MAINTENANCE OF STRUCTURES	2,643	2,500	2,343	1,500
X	00449	033900	MEDICAL/DENTAL/LAB SUPPLIES	895	500	591	2,000
X	00449	034100	MEMBERSHIPS	-	500	510	600
X	00449	034300	MISCELLANEOUS EXPENSE	-	100	-	100
X	00449	034500	OFFICE EXPENSE	53	300	1	1,500
X	00449	034800	PROF & SPECIAL SERVICES	1,700	1,800	1,300	0
X	00449	034806	PROF AUDIT SVS	3,950	3,500	2,550	3,500
X	00449	034818	PROF ELECTION SVS	130	-	-	800
X	00449	034828	PROF LEGAL SVS	604	1,000	539	1,000
X	00449	034851	PROF TRAINING SVS	1,545	500	342	800
X	00449	034893	CHGS AUD PROP TAX SVS	7,671	9,000	8,966	7,500

Shasta LAFCO South County Fire MSR and SOI

X	00449	034900	PUBLICATIONS & LEGAL NOTICES	34	300	103	300
X	00449	035100	RENTS & LEASES OF EQUIPMENT	543	500	142	0
X	00449	035500	MINOR EQUIPMENT	2,239	1,000	1,083	5,468
X	00449	035528	MINOR EQP SOFTWARE	-	-	455	500
X	00449	035700	SPECIAL DEPARTMENTAL EXPEN	899	2,000	502	2,000
X	00449	035750	SP DEPT XP BULK OIL	856	1,000	785	1,000
X	00449	035900	TRANSPORTATION & TRAVEL	-	-	100	500
X	00449	035940	TRANS/TRVL FUEL	11,034	10,000	9,923	10,000
X	00449	036100	UTILITIES	-	-	-	0
X	00449	036125	UTIL ELECTRIC	6,016	6,000	4,338	6,000
X	00449	036126	UTIL GAS	3,722	4,000	1,776	4,000
X	00449	036127	UTIL WATER	1,489	2,000	1,247	2,000
	TOTAL		SERVICES AND SUPPLIES	144,996	88,050	58,911	87,518
X	00449	050200	RETIREMENT OF LONG TERM DE	29,658	-	-	-
X	00449	050800	TAXES & ASSESSMENTS	31	82	31	100
X	00449	051300	CONTRIB NON COUNTY GOV AGN	-	918	2,418	2,200
	TOTAL		OTHER CHARGES	31,130	2,500	2,449	2,300
X	00449	061035	HAPPY VALLEY FIRE STRG BLDG	18,494	-	-	-
X	00449	065083	1 TRUCK W/ ACCESSORIES	-	-	-	25,200
	TOTAL		CAPITAL ASSETS	18,494	-	-	25,200
X	00449	090000	APPROPRIATION FOR CONTINGE	-	2,250	-	6,424
	TOTAL		APPROP FOR CONTINGENCY	-	2,250	-	6,424
X	00449	096749	TRAN OUT HAPPY VALLEY FIRE	3,000	3,000	-	3,000
	TOTAL		OTHER FINANCING USES	3,000	3,000	-	3,000
	TOTAL		EXPENDITURES*****	470,657	381,402	304,742	445,590
	FUND:	0457	HAPPY VLY FIRE CAP OUTLAY RSV				
X	00457	420000	INTEREST	2,626	-	1,761	
	TOTAL		REVENUE FROM MONEY & PROPE	2,626	-	1,761	
X	00457	806749	TRAN IN HAPPY VALLEY FIRE	3,000	3,000	-	
	TOTAL		OTHR FINANCING SOURCES TRA	3,000	3,000	-	

	TOTAL		REVENUES*****	5,626	3,000	1,761	
X	00457	096749	TRAN OUT HAPPY VALLEY FIRE	60,000	-	-	28,000
	TOTAL		OTHER FINANCING USES	60,000	-	-	28,000
	TOTAL		EXPENDITURES*****	60,000	-	-	28,000

 8/13/12
 8-13-12
 8-13-12
 8/13/12
 8-13-12

Organization Structure

BOARD

John McDonald, President
Bob Wenham, Vice President
Rick Bassham, Clerk
Ken Ross, Member
Larry Clark, Member
District Secretary Melinda Vasquez

CHIEF

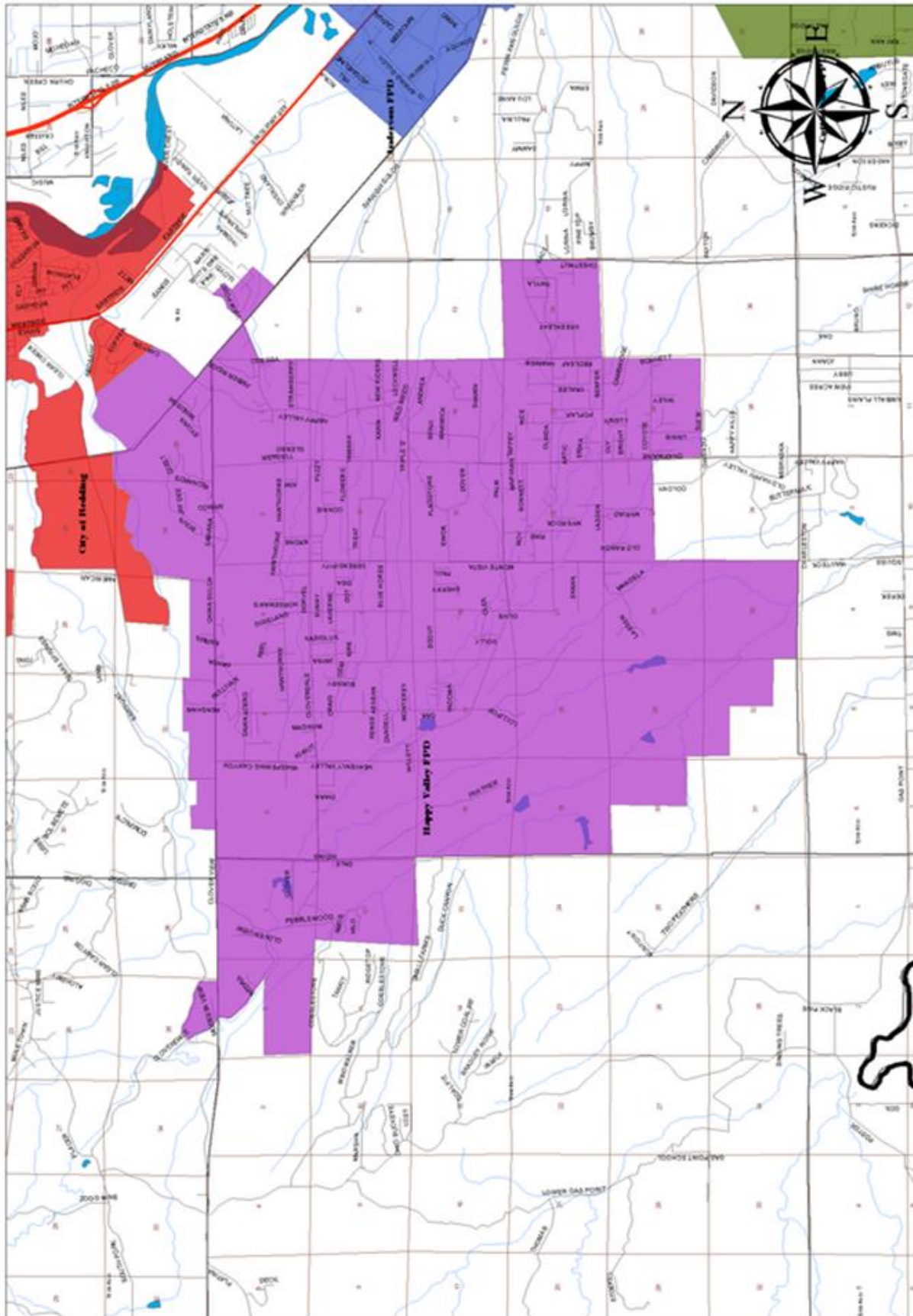
Joe Vasquez

BATILLION CHIEFS

Chris Busher and George Simmons

CAPTAINS

Jesse Brunk, Ronny Simmons, Randy Simmons and Alex Bostick



Happy Valley FPD

Map created by Scott Knapik - Shasta County Planning Department - 2011

MILLVILLE FIRE PROTECTION DISTRICT MSR

AREA BACKGROUND

The community of Millville is situated in the unincorporated Intermountain area of central southern Shasta County. It is located approximately 11 miles east of Interstate 5 in Redding. Residential buildings are generally dispersed along the north and south sides of Highway 44. Downtown Millville consists of an elementary school, a post office, a veterinary clinic, a local bakery and the fire hall. The climate of the area is characterized by cold, wet winters and hot, dry summers.

AGENCY BACKGROUND

In the mid-1970's, a number of community-based volunteer fire companies established an organization for the benefit of residents and as a result, the Shasta County Fire Department (SCFD) was formed. The SCFD then contracted with the Emergency Command Center which is operated by the California Department of Forestry and Fire Protection (CDF) for a central dispatching service. In 1986, Fire Zones 1 and 2 were reorganized into County Service Area (CSA) #1. The Millville Volunteer Fire Company was included in CSA #1.

In April 1993, an application was submitted by petition of various property owners in the Millville area to initiate reorganization. The application requested the formation of an independent fire protection district in the Millville area, while concurrently detaching from CSA #1. Consequently, Shasta LAFCO conducted a public hearing and ultimately adopted a resolution approving the reorganization on June 17, 1993, a copy is included in the appendices. On December 7, 1993, an agreement was made between the District and CSA #1 pertaining to mutual and automatic aid, as well as dispatching services.

In 1993, the district boundary encompassed an area approximately 93 square miles, for a total of 64,000 acres. This has remained unchanged for the past 19 years. The majority of the area is characterized by large acre rural residential and agricultural uses. The principal service provided to the approximately 1,380 parcels is structural fire protection and suppression.

The District operates in cooperation with other fire agencies in the region under mutual aid agreements to provide services to Shasta County residents and visitors. Prior to January 2010, the original mutual aid agreement with Cal Fire was utilized only when district volunteers requested back up. In January 2010, the Millville Fire Protection District Board of Directors voted

3-2, without support of the fire chief or volunteers, to approve automatic aid. This allowed for automatic dispatch from neighboring Districts.

After many discussions and several meetings, the chief and the volunteer firefighters committed to embracing automatic aid, with an agreement to review the results of these changes at the end of one year. The chief has reported that the automatic aid agreement will be renewed in 2013. Recently, California Department of Forestry and Fire Protection (CDF) requested that Millville Fire Protection District cover an area located off of Ash Creek Road near Cottonwood. The area is located outside district boundaries, but contains no structures or dwellings. (This area is proposed for inclusion within the agency's SOI.)

Dispatch services are contracted to the California Department of Forestry and Fire Protection/Shasta County Fire Department (CDF/SCFD) Emergency Command Center in Redding.

INFRASTRUCTURE, FACILITIES AND SERVICES

Service needs are forecast as growth and development occurs, although it is unknown exactly how many people reside within the boundaries of the district, the most recent estimate is 2,500. Currently there are no variances in service levels, other than response times which obviously fluctuate due to location.

The District's single fire station is located at 23963 Whitmore Road in Millville, California. The station houses 6 vehicles used for fire and rescue; 4 fire engines, 1 support vehicle and 1 water tender. All units are furnished with full standard compliment equipment such as nozzles, hoses and adapters. Each vehicle is subject to weekly maintenance inspection and various other safety checks which include monitoring of tires, batteries and fluid levels in order to maintain good working condition. Included among these vehicles is the original volunteer company fire truck, which is a 1953 GMC fire engine. A separate building was constructed in 2010 specifically to house the 1953 GMC fire engine. The cost associated with purchasing and erecting the building was approximately \$7,500 and was paid out of the general fund.

The Millville Fire Protection District responded to approximately 156 calls during 2012. Of those calls, an estimated 40% were medical, 30% were traffic accidents, 20% were structure or vegetation fires, and 10% were false alarms, mutual aid or public assistance. They are able to respond to any area of the district in a timely manner and arrive either at the same time or prior to neighboring agencies. The current average response time is approximately 2 to 3 minutes from receipt of an alarm at the station.

A small network of fire hydrants provides water supply for fire suppression in some areas within the district. All fire hydrants meet Shasta County standards of 500 to 800 gallons per minute. While there is definitely a need for additional fire hydrants, due to the cost and lack of funding, there is no plan for additional fire hydrants at this time.

One standard used for planning fire facilities is a rating provided by the Insurance Services Organization (ISO). The insurance industry uses ISO ratings to assist in determining insurance premiums for building owners. The ISO rating is based on travel distance (not travel time) to the nearest fire station, and other factors such as availability of water supply for fire protection. Currently, the District has an ISO rating of Class 6/8. As a basis for comparison, other fire districts in the County sustain the following ratings:

Anderson Fire Protection District	5/8
Burney Fire Protection District	5/9
Castella Fire Protection District	9/10
Shasta Lake Fire Protection District	4/8
Cottonwood Fire Protection District	7
Fall River Mills Fire Protection	6
Happy Valley Fire Protection District	6
McArthur Fire Protection District	6/7
Millville Fire Protection District	6/8

ADMINISTRATION, MANAGEMENT AND OPERATIONS

For the purposes of preparing a Municipal Service Review, information with respect to administrative, management and operational functions including employee categories and internal organization, agency policies, rules and regulations are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The Board of Directors operates as the administrative and financial governing body of the District. Administrative decisions are made by the Board of Directors in conjunction with the fire chief. The District uses a modified version of the County's policies and procedures manual.

The District's only paid employee is the part-time secretary. Volunteer firefighters are paid annually, but only when they respond to a dispatch outside of the district boundary. Payroll is done in-house by the secretary on a quarterly basis and reviewed by the board. Annual audits, attorney needs and special studies are contracted out to save the cost that would otherwise be associated with staff positions for those services.

Currently 15 volunteers support the fire chief in answering calls, although active recruitment is an ongoing endeavor. A number of volunteers have been with the district for many years, some for several decades, resulting in more than 135 years of combined service. These firefighters have worked to maintain good relationships with one another and strive to remain unified.

Training for personnel and volunteers consists of ethics (qualified employees), sexual harassment, HAZ-MAT, extrication, medical first aid and CPR. There are additional programs and courses for firefighting in structure, wild-land and automobiles. Each volunteer is required to attend all training sessions and meetings. They must also possess medical certification and a Class B driver's license to drive and operate district apparatus.

The Millville Fire Protection District is a member of the Shasta County Fire Chief's Association, Shasta County Fire Prevention Association, Shasta County Training Officer's Association, Shasta County Chaplain and the SCMART (HAZ-MAT) Team.

FISCAL

The Millville Fire Protection District budget for the fiscal year 2012-2013 is \$66,060 (included in the appendices). As is typical, most of the revenue is derived from property taxes. One of the volunteer fire fighters assists the district in preparing with grant applications and as a result, \$15,000 was received last year.

The Board of Directors operates as a financial committee with guidance from the Shasta County Auditor-Controller and help from the fire chief. All financial surpluses are handled by the Auditor-Controller's office and placed in an interest earning account. The annual budget is drafted and recommendations are made to the board for approval.

The Board approves all expenses, which are then submitted to the Auditor's office for payment. The Auditor's office generates monthly financial statements and emails them to each board member for review.

There is currently no written policy for the replacement of infrastructure, as such it is prioritized and replaced on the basis of age, wear and necessity. Additionally, there is no written policy for the replacement of engines, so consequently they too are replaced or repaired on an as-needed basis.

Capital equipment needs, such as new fire engines and rescue equipment, are typically paid from the operating budget. Personnel, training, operating and maintenance needs are also paid out of the operating budget. Due to the multitude of demands on the operating budget, sufficient revenue to purchase all needed capital equipment and facilities has been limited. The District

continues to apply for grant funding in order to cover some of the infrastructure and equipment needs costs.

GOVERNANCE

The Board of Directors operates as the governing body for the Millville Fire Protection District. The board consists of five persons, elected by the residents of the fire district, who serve a four-year term. Three of the five board members are elected simultaneously, while remaining members are elected together on an alternating two-year rotation. Board members are required to live within district boundaries and be registered voters. Board members are not paid, nor do they receive any other benefits. The District has reported difficulty in establishing a slate of candidates for election due to the lack of response from residents, therefore board members are often appointed in lieu of election.

Board meetings are held the second Monday of each month at 7:00 pm at the Millville Fire Hall, 23963 Whitmore Road, Millville, California. Agendas for board meetings are posted and available to the public 72 hours in advance. The District reported that there have been no cancelled meetings within the last three years.

REGIONAL CONTEXT/IMPACTS

At this time there is no ongoing consideration of combining fire protection districts. If a change in organizational structure were considered, a potential course of action would be the dissolution of the District and the return of operations via County Service Area 1.

WRITTEN DETERMINATIONS

1. **Growth and Population Projections for the Affected Area**
 - a. The estimated population within the district is 2,500 residents.
 - b. In 1993, the district boundary encompassed an area approximately 93 square miles, for a total of 64,000 acres. This has remained unchanged for the past 19 years. The majority of the area is characterized by large acre rural residential and agricultural uses.
 - c. There are no large-scale planned developments currently planned which would greatly alter the population of the district.
2. **Disadvantaged Unincorporated Communities:** There are no discernible disadvantaged unincorporated communities within or contiguous to the Millville Fire Protection

District's sphere of influence as measured by this District's ability to provide prompt and effective fire services within its service area.

3. **Present And Planned Capacity Of Public Facilities And Adequacy Of Public Services, Infrastructure Needs And Deficiencies**
 - a. The existing and planned infrastructure adequately meets the needs of the public, currently and for the near future. Current infrastructure capacity, condition, availability and quality are in fair condition.
 - b. A policy to prioritize equipment replacement should be considered by the Board.
4. **Financial Ability Of Agencies To Provide Services**
 - a. Most of the District's revenue is derived from property taxes. One of the volunteer fire fighters assists the district in preparing with grant applications and as a result, \$15,000 in grant funding was received last year.
 - b. Capital equipment needs, such as new fire engines and rescue equipment, are typically paid from the operating budget. Due to the multitude of demands on the operating budget, sufficient revenue to purchase necessary capital equipment and facilities has been limited.
5. **Status Of And Opportunities For Shared Facilities**
 - a. Shared facilities promote decreased training and maintenance costs for all participating agencies. The District should look for any and all opportunities to share in facility and training efforts.
6. **Accountability For Community Service Needs, Including Governmental Structure And Operational Efficiencies.**
 - a. The Board of Directors operates as the administrative and financial governing body of the District. Administrative decisions are made by the Board of Directors in conjunction with the fire chief.
 - b. The District's only paid employee is the part-time secretary. Currently 15 volunteers support the fire chief in answering calls, although active recruitment is an ongoing endeavor. Many volunteers have been with the district for many years, some for several decades, resulting in more than 135 years of combined service. While this loyalty and continued service is highly commendable, the District must continue efforts to recruit a steady source of new and committed volunteers to continue providing services as currently modeled.
7. **Any other matter related to effective or efficient service delivery, as required by commission policy:** No such policies or requirement are currently in place.

CONCLUSION

In this review, Shasta LAFCO has endeavored to accurately assess the current services and organizational status of Millville Fire Protection District as a provider of fire protection. LAFCO

has also made what we believe are substantiated municipal services review determinations based upon prescribed statutory factors. Shasta LAFCO thanks Millville Fire Protection District, and especially Chief Devon Tassen for their prompt and timely response.

APPENDICES

Fiscal Year 2012-13 Budget

REVENUE AND EXPENDITURES BUDGET VERSUS ACTUAL SUBDEPARTMENTS SUMMARIZED TO DEPARTMENT LEVEL AS OF 01/31/13					
ACCOUNT CODE AND TITLE	ADJUSTED BUDGET	YEAR TO DATE ACTUAL	ENCUMBRANCES	BUDGET LESS ACTUAL	PERCENT AVAILABLE
DEPT: 000 NOT APPLICABLE					
SALARIES AND BENEFITS					
011000 REGULAR SALARIES	5,000.00	1,901.27		3,098.73	62.0
017000 EXTRA HELP	27,500.00	27,500.92		-0.92	-0.0
017500 OVERTIME PAY FIRE FIGHT	12,000.00	0.00		12,000.00	100.0
018100 EMPLOYER SHARE CASDI	1,500.00	2,314.61		-814.61	-54.3
018400 EMPLOYER SHARE UNEMPLOYMENT INS	1,000.00	1,823.84		-823.84	-82.4
018500 WORKERS COMP EXPOSURE	6,500.00	3,942.00		2,558.00	39.4
TOTAL SALARIES AND BENEFITS	\$53,500.00	\$37,482.64		\$16,017.36	29.9
SERVICES AND SUPPLIES					
032300 CLOTHING/PERSONAL SUPPLIES KP	1,500.00	2,154.09		-654.09	-43.6
032328 CLTHG/PRKS SAFETY CLOTHING	1,000.00	0.00		1,000.00	100.0
032329 CLTHG/PRKS UNIFORMS	100.00	0.00		100.00	100.0
032500 COMMUNICATIONS EXPENSE	1,000.00	502.11		497.89	49.8
032700 FOOD EXPENSE	100.00	382.70		-282.70	-282.7
032727 FOOD VOLUNTEERS	250.00	0.00		250.00	100.0
032900 HOUSEHOLD EXPENSE	600.00	157.02		442.98	73.8
033100 INSURANCE EXPENSE	5,500.00	4,686.00		814.00	14.8
033500 MAINTENANCE OF EQUIPMENT	6,000.00	2,741.31		3,258.69	54.3
033530 MNT RQP RADIO	300.00	0.00		300.00	100.0
033539 MNT RQP FIRE RQP	500.00	0.00		500.00	100.0
033700 MAINTENANCE OF STRUCTURES	500.00	996.92		-496.92	-99.4
033900 MEDICAL/DENTAL/LAB SUPPLIES	300.00	0.00		300.00	100.0
034100 MEMBERSHIPS	1,000.00	720.00		280.00	28.0
034300 MISCELLANEOUS EXPENSE	0.00	24.26		-24.26	0.0
034500 OFFICE EXPENSE	1,000.00	592.26		407.74	40.8
034526 OFFICE KP POSTAGE	50.00	0.00		50.00	100.0
034591 CHGS OC POSTAGE SVS	0.00	44.00		-44.00	0.0
034800 PROF & SPECIAL SERVICES	0.00	255.00		-255.00	0.0
034806 PROF AUDIT SVS	5,000.00	0.00		5,000.00	100.0
034822 PROF FIRE/WIRE SAFETY SVS	300.00	0.00		300.00	100.0
034831 PROF MEDICAL SVS	250.00	0.00		250.00	100.0
034851 PROF TRAINING SVS	250.00	0.00		250.00	100.0
034893 CHGS AUD PROF TAX SVS	1,000.00	870.00		130.00	13.0
035500 MINOR EQUIPMENT	1,000.00	1,213.11		-213.11	-21.3
035528 MINOR RQP SOFTWARE	600.00	0.00		600.00	100.0
035533 MNR RQP SAFETY RQP	500.00	0.00		500.00	100.0
035534 MNR RQP FIRE RQP	1,000.00	0.00		1,000.00	100.0
035700 SPECIAL DEPARTMENTAL EXPENSE	0.00	1,051.68		-1,051.68	0.0
035752 SP DEPT KP LICENSE/PERMIT/CRNT	300.00	0.00		300.00	100.0
035900 TRANSPORTATION & TRAVEL	3,000.00	1,075.63		1,924.37	64.1

SUBTOTALS

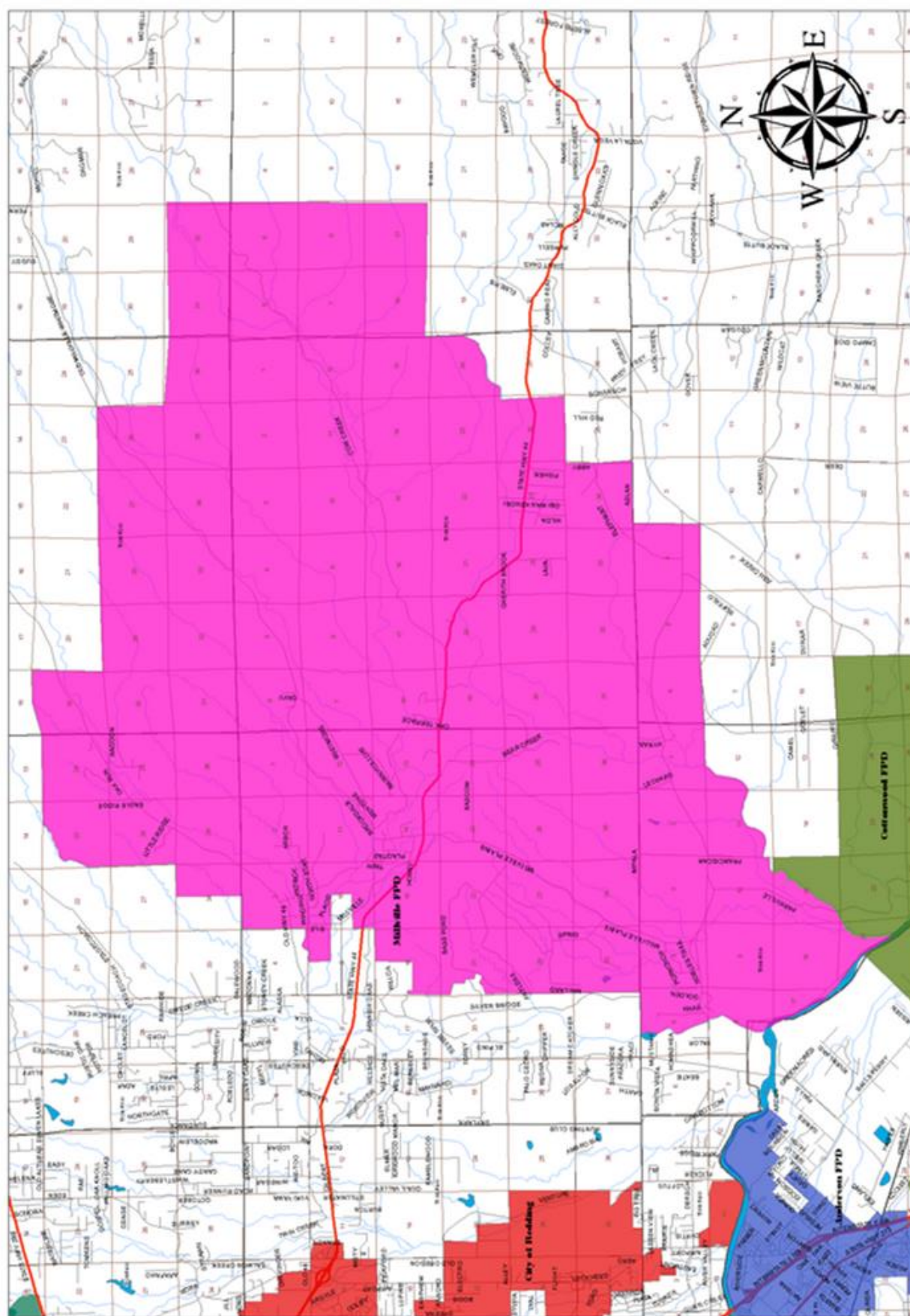
REVENUE AND EXPENDITURES BUDGET VERSUS ACTUAL SUBDEPARTMENTS SUMMARIZED TO DEPARTMENT LEVEL AS OF 01/31/13					
ACCOUNT CODE AND TITLE	ADJUSTED BUDGET	YEAR TO DATE ACTUAL	ENCUMBRANCES	BUDGET LESS ACTUAL	PERCENT AVAILABLE
035941 TRANS/TRVL MILAGE	1,000.00	0.00		1,000.00	100.0
036100 UTILITIES	1,000.00	612.99		387.01	38.7
TOTAL SERVICES AND SUPPLIES	\$14,900.00	\$18,079.08		\$16,820.92	48.2
OTHER CHARGES					
051387 CONTR TO LAFCO	160.00	160.00		0.00	0.0
TOTAL OTHER CHARGES	\$160.00	\$160.00		\$0.00	0.0
TOTAL EXPENDITURES *****	\$88,560.00	\$55,721.72		\$32,838.28	37.1

Shasta LAFCO South County Fire MSR and SOI

REVENUE AND EXPENDITURES BUDGET VERSUS ACTUAL SUBDEPARTMENTS SUMMARIZED TO DEPARTMENT LEVEL AS OF 01/31/13					
ACCOUNT CODE AND TITLE	ADJUSTED BUDGET	YEAR TO DATE ACTUAL	ENCUMBRANCES	BUDGET LESS ACTUAL	PERCENT AVAILABLE
TAXES					
101000 CURRENT SECURED TAXES	25,390.00	14,147.91		11,242.09	44.3
101001 CURRENT UNITARY TAXES	0.00	135.13		-135.13	0.0
101100 SUPPLEMENTAL TAXES CURRENT	52.00	34.44		17.56	33.8
102000 CURRENT UNSECURED TAXES	1,665.00	1,630.92		34.08	2.0
103010 SUPPLEMENTAL TAXES PRIOR	2.00	1.70		0.30	15.0
104000 PRIOR YEAR UNSECURED TAXES	24.00	17.74		6.26	26.1
TOTAL TAXES	\$27,123.00	\$15,967.84		\$11,165.16	41.1
REVENUE FROM MONEY & PROPERTY					
420000 INTEREST	481.00	147.96		333.04	69.2
TOTAL REVENUE FROM MONEY & PROPERTY	\$481.00	\$147.96		\$333.04	69.2
INTERGOVERNMENTAL REVENUES					
546000 STATE HOMEOWNERS EXEMPTION	537.00	267.97		269.03	50.1
TOTAL INTERGOVERNMENTAL REVENUES	\$537.00	\$267.97		\$269.03	50.1
CHARGES FOR SERVICES					
667100 CO CLERK SPECIAL ELECTION	0.00	-204.00		204.00	0.0
668154 S/A FIRE SUPPRESSION CURR	13,312.00	7,551.80		5,760.20	43.3
671422 PLAN CHECK PREVIEW FEE	0.00	200.00		-200.00	0.0
692021 OUT OF DISTRICT RESPONSE	33,712.00	44,205.25		-10,493.25	-31.1
TOTAL CHARGES FOR SERVICES	\$47,024.00	\$51,753.05		\$-4,729.05	-10.0
MISCELLANEOUS REVENUES					
792500 DONATIONS/CONTRIBUTIONS	5,000.00	0.00		5,000.00	100.0
799200 MISCELLANEOUS REVENUE	200.00	0.00		200.00	100.0
799391 PRIOR PERIOD REV ADJUSTMENT	1,000.00	0.00		1,000.00	100.0
799600 INSURANCE LOSS & REPAIRS	1,872.00	0.00		1,872.00	100.0
TOTAL MISCELLANEOUS REVENUES	\$8,072.00	\$0.00		\$8,072.00	100.0
TOTAL REVENUES *****	\$83,247.00	\$68,136.82		\$15,110.18	18.2

REVENUE AND EXPENDITURES BUDGET VERSUS ACTUAL SUBDEPARTMENTS SUMMARIZED TO DEPARTMENT LEVEL AS OF 01/31/13					
ACCOUNT CODE AND TITLE	ADJUSTED BUDGET	YEAR TO DATE ACTUAL	ENCUMBRANCES	BUDGET LESS ACTUAL	PERCENT AVAILABLE
000 TOTAL EXPENDITURE LESS REVENUE	\$5,313.00	\$-12,415.10		\$17,728.10	333.7

REVENUE AND EXPENDITURES BUDGET VERSUS ACTUAL SUBDEPARTMENTS SUMMARIZED TO DEPARTMENT LEVEL AS OF 01/31/13					
ACCOUNT CODE AND TITLE	ADJUSTED BUDGET	YEAR TO DATE ACTUAL	ENCUMBRANCES	BUDGET LESS ACTUAL	PERCENT AVAILABLE
GRAND TOTAL	\$5,313.00	\$-12,415.10		\$17,728.10	333.7



Millville FPD

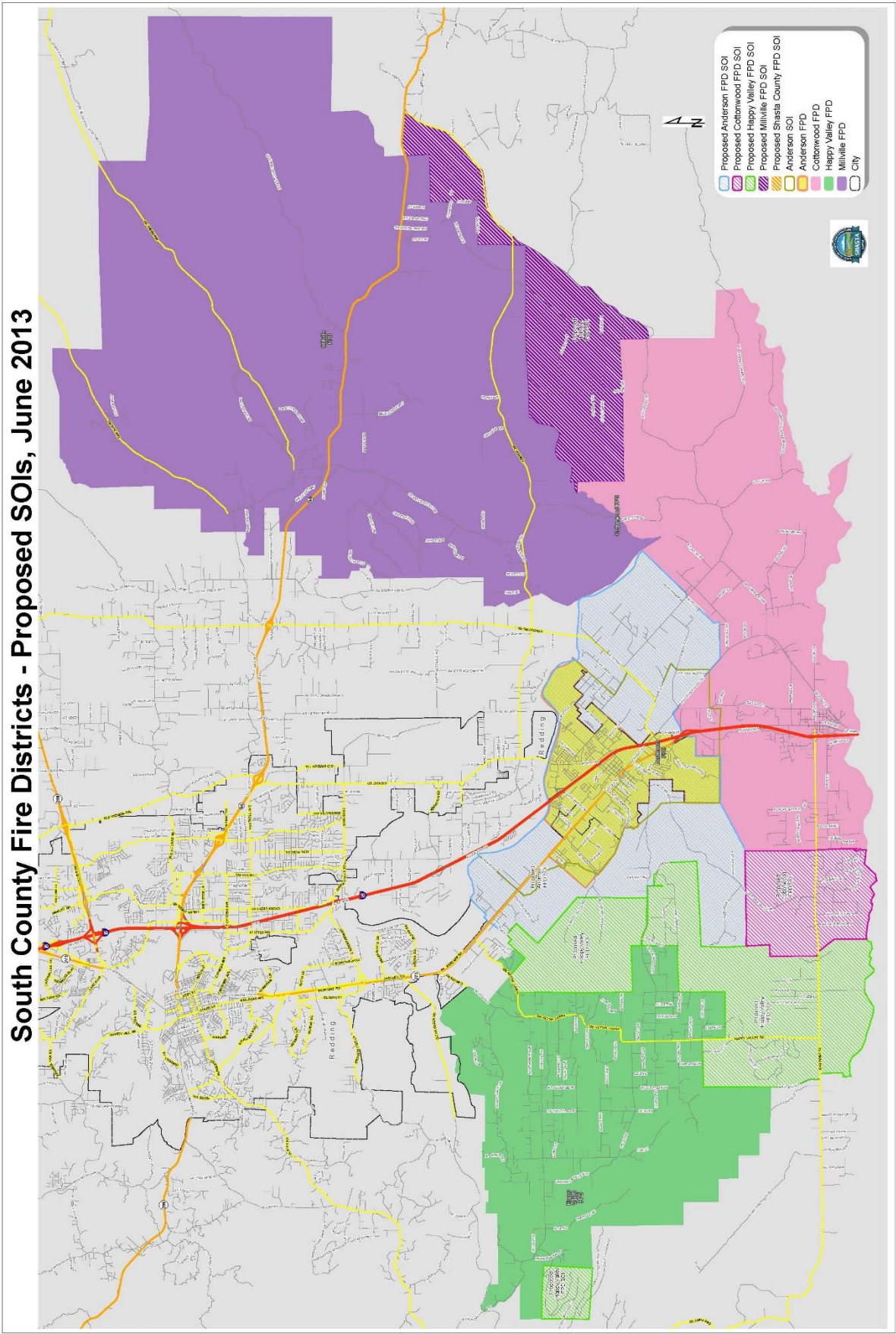
Map created by John Smith - Shasta County Planning Division - 2013



Shasta LAFCO
Spheres Of Influence
South County Fire Protection Districts

September 2013

South County Fire Districts - Proposed SOIs, June 2013



Anderson Fire Protection District SOI

SOI DETERMINATIONS

In determining the sphere of influence for each local agency, Government Code §56425(e) requires the Commission to consider and prepare a written statement of determinations with respect to four factors. Staff recommends the following determinations for amending the sphere for Anderson FPD:

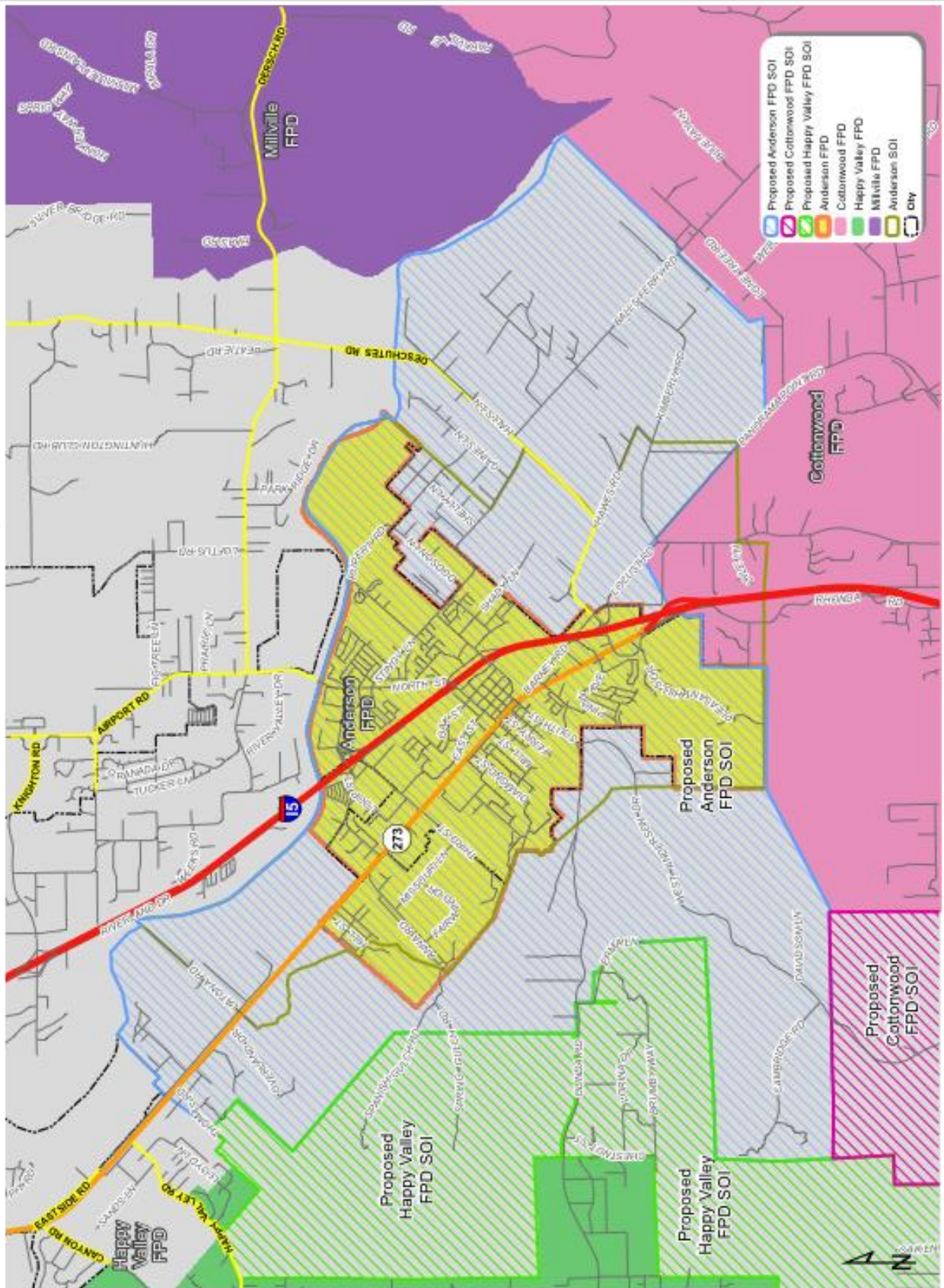
1. **The present and planned land uses in the area, including agricultural and open space lands.**
2. Present land use in the AFD SOI area includes residential, commercial and industrial uses. Future land uses are expected to remain relatively unchanged, with population growth that is likely to be consistent with the General Plan projections for the unincorporated portion of the County.
3. **The present and probable need for public facilities and services in the area.**
4. Parcels currently within the District receive adequate fire suppression services as needed. If annexed, the areas described above would increase demand for these services and existing personnel and equipment may not be adequate to meet the level of service required. However, with the additional revenue received from these parcels in the form of increased property taxes and assessments, as well as development impact fees, the increased costs and required resources would be sufficiently offset to ensure the provision of services to the area.
5. **The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.** AFD appears to provide moderate fire protection services within and, in cases of mutual aid responses, outside its boundaries. The district is compensated for these services primarily through property taxes and district assessments.
6. **The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency.** AFD serves the city of Anderson, as well as unincorporated areas outside of their jurisdictional boundaries.
7. **Disadvantaged Unincorporated Communities.** Based on a review of the present information there is no significant present and probable need for extraordinary additional public facilities or services to serve any disadvantaged unincorporated communities within the existing sphere of influence.

RECOMMENDATION

Pursuant to Government Code Section 56425(i)(2), the Commission does hereby establish the functions and classes of services provided by Anderson Fire Protection District as those specified

in California Health & Safety Code §13862. Based upon the information contained in this document, it is recommended that the Anderson FPD Sphere of Influence be updated to reflect the proposed sphere, as shown on the next page.

Anderson Fire Protection District and Proposed SOI, June 2013



Cottonwood Fire Protection District SOI

SOI DETERMINATIONS

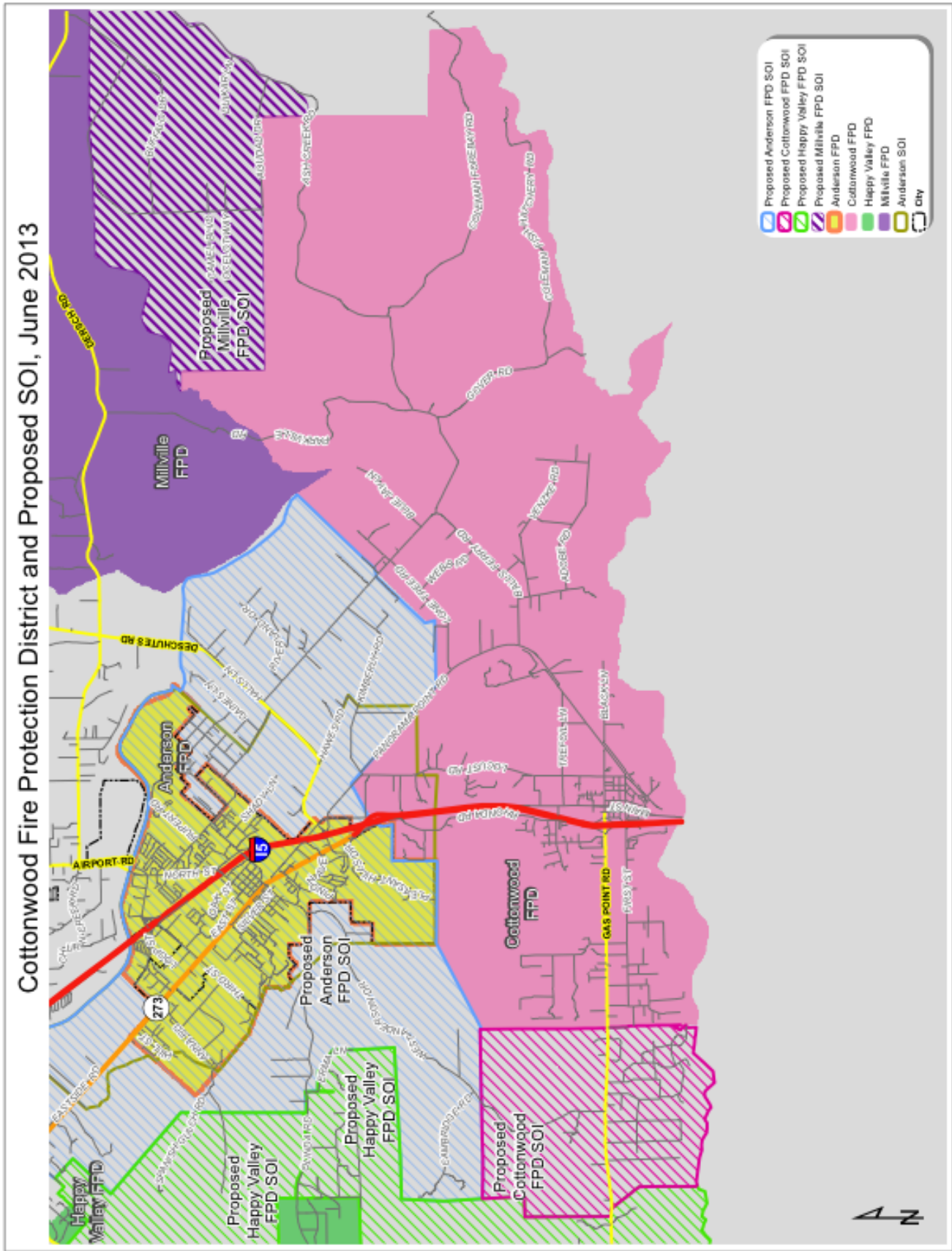
In determining the sphere of influence for each local agency, Government Code §56425(e) requires the Commission to consider and prepare a written statement of determinations with respect to four factors. Staff recommends the following determinations for amending the sphere for Cottonwood FPD:

1. **The present and planned land uses in the area, including agricultural and open space lands.**
2. Present land use in the CFPD SOI area includes residential, commercial and industrial uses. Future land uses are expected to remain relatively unchanged, with population growth that is likely to be consistent with the General Plan projections for the unincorporated portion of the County.
3. **The present and probable need for public facilities and services in the area.**
4. Parcels currently within the District receive adequate fire suppression services as needed. If annexed, the areas described above would increase demand for these services and existing personnel and equipment may not be adequate to meet the level of service required. However, with the additional revenue received from these parcels in the form of increased property taxes and assessments, as well as development impact fees, the increased costs and required resources would be sufficiently offset to ensure the provision of services to the area.
5. **The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.**
6. CFPD appears to provide moderate fire protection services within and, in cases of mutual aid responses, outside its boundaries. The district is compensated for these services primarily through property taxes and district assessments.
7. **4. The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency.**
8. CFPD serves the community of Cottonwood, as well as unincorporated areas outside of their jurisdictional boundaries.
9. **5. Disadvantaged Unincorporated Communities.** Based on a review of the present information there is no significant present and probable need for extraordinary additional public facilities or services to serve any disadvantaged unincorporated communities within the existing sphere of influence.

RECOMMENDATION

Pursuant to Government Code Section 56425(i)(2), the Commission does hereby establish the

functions and classes of services provided by Cottonwood Fire Protection District as those specified in California Health & Safety Code §13862. Based upon the information contained in this document, it is recommended that the Cottonwood FPD Sphere of Influence be updated to reflect the proposed sphere, as shown on the next page.



Happy Valley Fire Protection District SOI

SOI DETERMINATIONS

In determining the sphere of influence for each local agency, Government Code §56425(e) requires the Commission to consider and prepare a written statement of determinations with respect to four factors. Staff recommends the following determinations for amending the sphere for Happy Valley FPD:

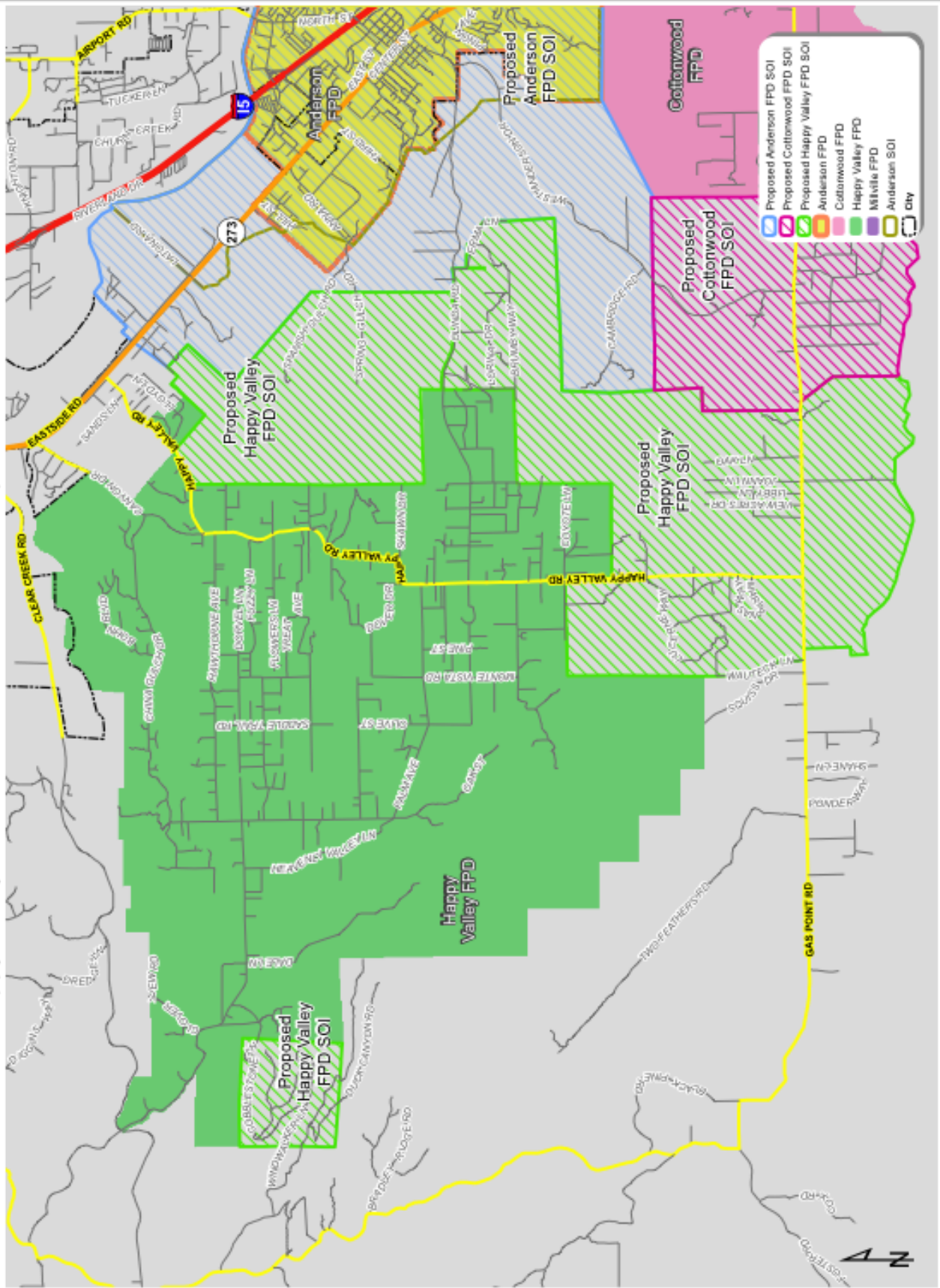
1. **The present and planned land uses in the area, including agricultural and open space lands.**
2. Present land use in the HVFPD SOI area includes mostly rural residential, commercial and industrial uses. Future land uses are expected to remain relatively unchanged, with population growth that is likely to be consistent with the General Plan projections for the unincorporated portion of the County.
3. **The present and probable need for public facilities and services in the area.**
4. Parcels currently within the District receive adequate fire suppression services as needed. If annexed, the areas described above would increase demand for these services and existing personnel and equipment may not be adequate to meet the level of service required. However, with the additional revenue received from these parcels in the form of increased property taxes and assessments, as well as development impact fees, the increased costs and required resources would be sufficiently offset to ensure the provision of services to the area.
5. **The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.**
6. HVFPD appears to provide moderate fire protection services within and, in cases of mutual aid responses, outside its boundaries. The district is compensated for these services primarily through property taxes and district assessments.
7. **4. The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency.**
8. HVFPD serves the unincorporated areas of Happy Valley, Olinda and Cloverdale, as well as areas outside of their jurisdictional boundaries.
9. **5. Disadvantaged Unincorporated Communities.** Based on a review of the present information there is no significant present and probable need for extraordinary additional public facilities or services to serve any disadvantaged unincorporated communities within the existing sphere of influence.

RECOMMENDATION

Pursuant to Government Code Section 56425(i)(2), the Commission does hereby establish the

functions and classes of services provided by Happy Valley Fire Protection District as those specified in California Health & Safety Code §13862. Based upon the information contained in this document, it is recommended that the Happy Valley FPD Sphere of Influence be updated to reflect the proposed sphere, as shown on the next page.

Happy Valley Fire Protection District and Proposed SOI, June 2013



Millville Fire Protection District SOI

SOI DETERMINATIONS

In determining the sphere of influence for each local agency, Government Code §56425(e) requires the Commission to consider and prepare a written statement of determinations with respect to four factors. Staff recommends the following determinations for amending the sphere for Millville FPD:

1. **The present and planned land uses in the area, including agricultural and open space lands.**
2. Present land use in the MFPD SOI area includes rural residential, agricultural and industrial uses. Future land uses are expected to remain relatively unchanged, with population growth that is likely to be consistent with the General Plan projections for the unincorporated portion of the County.
3. **The present and probable need for public facilities and services in the area.**
4. Parcels currently within the District receive adequate fire suppression services as needed. If annexed, the areas described above would increase demand for these services and existing personnel and equipment may not be adequate to meet the level of service required. The reliance on an aging volunteer force will continue to be a significant issue in the ongoing ability to provide services within the region.
5. **The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.**
6. MFPD appears to provide adequate fire protection services within and, in cases of mutual aid responses, outside its boundaries. The district is compensated for these services primarily through property taxes and district assessments.
7. **4. The existence of any social or economic communities of interest in the area if the Commission determines that they are relevant to the agency.**
8. MFPD serves the unincorporated community of Millville, as well as unincorporated areas outside of their jurisdictional boundaries.
9. **5. Disadvantaged Unincorporated Communities.** Based on a review of the present information there is no significant present and probable need for extraordinary additional public facilities or services to serve any disadvantaged unincorporated communities within the existing sphere of influence.

RECOMMENDATION

Pursuant to Government Code Section 56425(i)(2), the Commission does hereby establish the functions and classes of services provided by Millville Fire Protection District as those specified

in California Health & Safety Code §13862. Based upon the information contained in this document, it is recommended that the Millville FPD Sphere of Influence be updated to reflect the proposed sphere, as shown on the next page.

CONCLUSION

In this review, Shasta LAFCO has endeavored to accurately assess the current services and organizational status of Millville Fire Protection District as a provider of fire protection. LAFCO has also made what we believe are substantiated determinations based upon prescribed statutory factors. Shasta LAFCO thanks Millville Fire Protection District, and especially Chief Devon Tassen for their prompt and timely response.

